



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**



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1 [There is no reportable action as a result of the
2 Board of Supervisors' closed session held today.]
3
4
5

6 **CHAIRMAN YAROSLAVSKY:** THE BOARD OF SUPERVISORS IS NOW IN
7 SESSION. AND I WOULD ASK EVERYONE TO RISE FOR THE INVOCATION
8 AND THE PLEDGE OF ALLEGIANCE. THE INVOCATION WILL BE LED BY
9 RABBI MORLEY T. FEINSTEIN OF THE UNIVERSITY SYNAGOGUE OF LOS
10 ANGELES IN BRENTWOOD. AND THE PLEDGE OF ALLEGIANCE WILL BE LED
11 BY MARC THURSTON, POST COMMANDER OF POST NUMBER 138, OF VAN
12 NUYS JEWISH WAR VETERANS. RABBI FEINSTEIN.
13

14 **RABBI MORLEY FEINSTEIN:** FRIENDS, THIS IS THE TIME OF THE DAYS
15 OF AWE, THE JEWISH NEW YEAR, BETWEEN THE NEW YEAR AND THE DAY
16 OF ATONEMENT, WE FIND OURSELVES RIGHT IN THE MIDDLE. AND IT IS
17 THIS SYMBOL, THE RAM'S HORN, THAT CALLS US TO BE BETTER PEOPLE
18 AT THIS SEASON. AND SO WITH YOUR INDULGENCE, THOUGH I GREW UP
19 PLAYING THE VIOLA, I'LL DO MY FINEST. (HORN BLOWING)
20

21 **RABBI FEINSTEIN:** IT IS THAT SOUND THAT'S RAUCOUS AND NOISY
22 THAT CALLS US TO AWAKEN AND TO BE BETTER IN OUR NEW YEAR. MAY
23 ALL OF THE CITIZENS OF THIS COUNTY, MAY ALL OF US WHO STRIVE
24 TO CREATE A BETTER WORLD HEAR THE NOISE OF THIS SEASON AND
25 STRIVE TO BE BETTER IN ALL ASPECTS, TO RECOGNIZE THAT EVERY



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1 ONE OF US DRIVING ON THE STREET, EVERY ONE OF US PUSHING A
2 CART IN THE SUPERMARKET, ALL OF US ARE CHILDREN OF THE ONE AND
3 HOLY GOD. MAY WE, THROUGHOUT OUR PATHS, SEPARATE THOUGH THEY
4 MAY BE RELIGIOUSLY, UNITE AS CITIZENS TO MAKE THIS COUNTY THE
5 BEST IT CAN BE. AMEN.

6

7 **MARC THURSTON:** GOOD MORNING. PLEASE FACE THE FLAG. PUT YOUR
8 RIGHT HAND OVER YOUR HEART AND JOIN ME IN THE PLEDGE OF
9 ALLEGIANCE. (PLEDGE OF ALLEGIANCE RECITED).

10

11 **CHAIRMAN YAROSLAVSKY:** I DIDN'T PLAY THE VIOLA, BUT I PLAYED A
12 WOODWIND SO I MIGHT HAVE HAD A SHOT AT THAT. RABBI MORLEY
13 FEINSTEIN LED US IN THE INVOCATION THIS MORNING. HE IS THE
14 SENIOR RABBI OF UNIVERSITY SYNAGOGUE GRADUATED IN THREE YEARS
15 FROM THE UNIVERSITY OF CALIFORNIA AT BERKELEY, PHI BETA KAPPA
16 WITH HIGHEST HONORS. RABBI FEINSTEIN WAS ORDAINED AT THE
17 HEBREW UNION COLLEGE, JEWISH INSTITUTE OF RELIGION. IN
18 ADDITION TO HIS PASTORAL WORK, RABBI FEINSTEIN TAUGHT AT
19 SEVERAL COLLEGES AND UNIVERSITIES, INCLUDING THE UNIVERSITY OF
20 NOTRE DAME AND INDIANA UNIVERSITY IN SOUTH BEND. RABBI
21 FEINSTEIN HAS PUBLISHED A BOOK, "THE JEWISH LAW REVIEW "AS
22 WELL AS NUMEROUS ARTICLES. HE IS MARRIED TO DR. MARGUERITE
23 MYERS FEINSTEIN AND HAS FOUR CHILDREN AND OFFICIATES AT ONE OF
24 THE BETTER KNOWN SYNAGOGUES IN THE COUNTRY, THE UNIVERSITY
25 SYNAGOGUE IN BRENTWOOD. THANK YOU FOR BEING WITH US AND HAPPY



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1 NEW YEAR TO YOU. [APPLAUSE.] I ALSO WANT TO PRESENT THE
2 PROCLAMATION, THE CERTIFICATE OF APPRECIATION TO MARC THURSTON
3 WHO LED US IN THE PLEDGE OF ALLEGIANCE THIS MORNING. MARC IS
4 ACCOMPANIED BY HIS DAUGHTER, WHO IS IN THE FRONT ROW, KATE, OH
5 SHE'S HERE, OKAY, THERE SHE IS. HI. AND MARC IS A RESIDENT OF
6 VALLEY GLEN IN THE THIRD SUPERVISORIAL DISTRICT REPRESENTING
7 THE JEWISH WAR VETERANS POST NUMBER 138 IN VAN NUYS. HE IS THE
8 POST COMMANDER. SERVED IN THE UNITED STATES ARMY AT THE RANK
9 OF SERGEANT FROM 1967 THROUGH '70, SERVED IN VIETNAM, IN THE
10 173RD AIRBORNE BRIGADE, AND WAS INVOLVED IN THE BATTLE OF DUC
11 AND THE TET OFFENSIVE. HE RECEIVED THE ARMY COMMENDATION
12 MEDAL, GOOD CONDUCT MEDAL, VIETNAM SERVICE MEDAL WITH TWO
13 STARS, THE VIETNAM CAMPAIGN MEDAL, THE VIETNAM GALLANTRY CROSS
14 MEDAL WITH APLOMB. A DISTINGUISHED CAREER OF SERVICE IN
15 DEFENSE OF OUR COUNTRY. HE IS A PARALEGAL WITH THE LAW OFFICES
16 OF SAUL ALAWEIS [PH?], AND IS MARRIED WITH THREE CHILDREN, AND
17 HE'S LIVED IN OUR DISTRICT FOR 22 YEARS, AND A GRADUATE OF THE
18 UNIVERSITY OF SOUTHERN CALIFORNIA, I WON'T HOLD THAT AGAINST
19 YOU. MARK, THANK YOU FOR BEING HERE, THANKS FOR YOUR SERVICE
20 TO OUR COUNTRY. [APPLAUSE.]

21

22 **CHAIRMAN YAROSLAVSKY:** SACHI, LET'S PROCEED WITH THE AGENDA.

23

24 **CLERK SACHI HAMAI:** OKAY, GOOD MORNING MR. CHAIRMAN, MEMBERS OF
25 THE BOARD. WE WILL BEGIN TODAY'S AGENDA ON PAGE 3, AGENDA FOR



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1 THE MEETING OF THE COMMUNITY DEVELOPMENT COMMISSION, ITEM 1D
2 AND 2D.

3

4 **CHAIRMAN YAROSLAVSKY:** MOLINA MOVES, ANTONOVISH SECONDS,
5 UNANIMOUS VOTE.

6

7 **CLERK SACHI HAMAI:** AGENDA FOR THE MEETING OF THE REGIONAL PARK
8 AND OPEN SPACE DISTRICT ITEM 1P.

9

10 **CHAIRMAN YAROSLAVSKY:** BURKE MOVES, MOLINA SECONDS, UNANIMOUS
11 VOTE.

12

13 **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 9. ON
14 ITEM NUMBER 6, SUPERVISOR YAROSLAVSKY REQUESTS THAT THIS ITEM
15 BE CONTINUED ONE WEEK TO SEPTEMBER 25TH, 2007.

16

17 **CHAIRMAN YAROSLAVSKY:** WITHOUT OBJECTION, THAT'LL BE THE ORDER.

18

19 **CLERK SACHI HAMAI:** THE REST ARE BEFORE YOU.

20

21 **CHAIRMAN YAROSLAVSKY:** ANTONOVICH MOVES, BURKE SECONDS,
22 UNANIMOUS VOTE.

23

24 **CLERK SACHI HAMAI:** CONSENT CALENDAR ON PAGE 9, ITEMS 10
25 THROUGH 48. ON ITEM NUMBER 14, AS INDICATED ON THE



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1 SUPPLEMENTAL AGENDA, THE CHIEF EXECUTIVE OFFICER REQUESTS THAT
2 THIS ITEM BE CONTINUED TO SEPTEMBER 25TH, 2007.

3

4 **CHAIRMAN YAROSLAVSKY:** WITHOUT OBJECTION, THAT'LL BE THE ORDER.

5

6 **CLERK SACHI HAMAI:** ON ITEM 16, SUPERVISOR KNABE REQUESTS THAT
7 THIS ITEM BE CONTINUED ONE WEEK TO SEPTEMBER 25TH, 2007.

8

9 **CHAIRMAN YAROSLAVSKY:** WITHOUT OBJECTION, THAT'LL BE THE ORDER.

10

11 **CLERK SACHI HAMAI:** ON ITEM 18, AS INDICATED ON THE
12 SUPPLEMENTAL AGENDA, THE DIRECTOR OF COMMUNITY SENIOR SERVICES
13 REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK.

14

15 **CHAIRMAN YAROSLAVSKY:** WITHOUT OPTION, THAT'LL BE THE ORDER.

16

17 **CLERK SACHI HAMAI:** ON ITEM 19, THERE IS A REQUEST FROM A
18 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

19

20 **CHAIRMAN YAROSLAVSKY:** OKAY.

21

22 **CLERK SACHI HAMAI:** ON ITEM 20, THE DIRECTOR OF HEALTH SERVICES
23 REQUESTS THAT THIS ITEM BE CONTINUED ONE WEEK TO SEPTEMBER
24 25TH, 2007.

25



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1 **CHAIRMAN YAROSLAVSKY:** WITHOUT OBJECTION, THAT'LL BE THE ORDER.

2

3 **CLERK SACHI HAMAI:** ON ITEM 21, THERE'S A REQUEST FROM A MEMBER
4 OF THE PUBLIC TO HOLD THIS ITEM.

5

6 **CHAIRMAN YAROSLAVSKY:** OKAY.

7

8 **CLERK SACHI HAMAI:** ON ITEM 22, THIS ALSO INCLUDES THE
9 REVISIONS BY SUPERVISOR MOLINA AND SUPERVISOR YAROSLAVSKY AS
10 INDICATED ON THE SUPPLEMENTAL AGENDA. AND ALSO SUPERVISOR
11 MOLINA AND SUPERVISOR ANTONOVICH AND MEMBERS OF THE PUBLIC
12 REQUEST THAT THIS ITEM BE HELD.

13

14 **CHAIRMAN YAROSLAVSKY:** THAT'LL BE HELD.

15

16 **CLERK SACHI HAMAI:** ON ITEM 26, THERE'S A REQUEST FROM A MEMBER
17 OF THE PUBLIC TO HOLD THIS ITEM.

18

19 **CHAIRMAN YAROSLAVSKY:** OKAY.

20

21 **CLERK SACHI HAMAI:** AND ON ITEM 43, THERE'S A REQUEST FROM A
22 MEMBER OF THE PUBLIC TO HOLD THIS ITEM. THE REMAINING ITEMS
23 ARE BEFORE YOU.

24



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1 **CHAIRMAN YAROSLAVSKY:** YEAH, MOLINA MOVES, BURKE SECONDS,
2 UNANIMOUS VOTE.

3

4 **CLERK SACHI HAMAI:** WE ARE NOW ON PAGE 22, ORDINANCE FOR
5 INTRODUCTION, ITEM 49, AND I'LL READ THE SHORT TITLE IN FOR
6 THE RECORD. THIS IS AN ORDINANCE AMENDING TITLE XI SALARIES OF
7 THE LOS ANGELES COUNTY CODE RELATING TO PERSONNEL OF THE LOS
8 ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION.

9

10 **CHAIRMAN YAROSLAVSKY:** MOLINA MOVES, BURKE SECONDS, WITHOUT
11 OBJECTION, UNANIMOUS VOTE.

12

13 **CLERK SACHI HAMAI:** SEPARATE MATTER, ITEM 50, AND I'LL READ THE
14 SHORT TITLE IN FOR THE RECORD, THIS IS THE TREASURER AND TAX
15 COLLECTOR'S RECOMMENDATION TO ADOPT A RESOLUTION AUTHORIZING
16 THE ISSUANCE AND SALE OF LONG BEACH COMMUNITY COLLEGE DISTRICT
17 GENERAL OBLIGATION BONDS 2002 ELECTION SERIES D IN A AGGREGATE
18 PRINCIPAL AMOUNT NOT TO EXCEED \$71 MILLION.

19

20 **CHAIRMAN YAROSLAVSKY:** BURKE MOVES, ANTONOVICH SECONDS,
21 UNANIMOUS VOTE.

22

23 **CLERK SACHI HAMAI:** DISCUSSION ITEMS, ITEMS 51 THROUGH 55. ON
24 ITEMS 53 AND 54 AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE
25 CHIEF EXECUTIVE OFFICER REQUESTS THAT THESE ITEMS BE CONTINUED



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1 ONE WEEK TO SEPTEMBER 25TH, 2007, ON THE REMAINDER OF THOSE
2 ITEMS, WE WILL HOLD THEM FOR A DISCUSSION.

3

4 **CHAIRMAN YAROSLAVSKY:** OKAY. ITEM 53 WILL BE CONTINUED FOR --
5 TILL WHEN?

6

7 **CLERK SACHI HAMAI:** 53 AND 54 ONE WEEK TO SEPTEMBER --

8

9 **CHAIRMAN YAROSLAVSKY:** ONE WEEK, 53 AND 54 WILL BE CONTINUED TO
10 NEXT WEEK.

11

12 **CLERK SACHI HAMAI:** AND THAT COMPLETES THE READING OF THE
13 AGENDA BOARD OF SUPERVISORS. SPECIAL ITEMS BEGIN WITH
14 SUPERVISORIAL DISTRICT NUMBER 1.

15

16 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT. I KNOW I HAVE THE L.A. COUNTY
17 STARS, BUT I'M GOING TO CALL ON MISSMOLINA FIRST TO MAKE HER
18 PRESENTATION.

19

20 **SUP. MOLINA:** GOOD MORNING, AND THANK YOU VERY MUCH. WHY DON'T
21 YOU COME UP AND ALL JOIN ME, MR. SANDOVAL? THANK YOU. WE HAVE
22 A LARGE GROUP COMING UP. VERY RARELY DO THIS. BUT, YOU KNOW,
23 MANY OF US AS ELECTED OFFICIALS, EACH OF US RECEIVE AN
24 UNBELIEVABLE AMOUNT FROM LETTERS FROM OUR CONSTITUENTS ON A
25 WIDE ARRAY OF ISSUES, USUALLY COMPLAINTS ABOUT WHAT'S GOING



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1 ON. I KNOW THAT MY COLLEAGUES WILL AGREE WITH ME THAT
2 PERIODICALLY LETTERS COME ACROSS OUR DESKS THAT GENUINELY
3 TOUCH OUR HEARTS. I RECEIVED SUCH A LETTER FROM MR. ARTURO
4 SANDOVAL, AND HE AND HIS FAMILY HAVE JOINED US HERE TODAY. I
5 FELT THAT IT WAS ENTIRELY FITTING TO PUBLICLY ACKNOWLEDGE MR.
6 SANDOVAL'S HEARTFELT LETTER WHICH PAYS HOMAGE TO THE L.A.
7 COUNTY USC SURGICAL IC UNIT, THE EXCEPTIONAL PROFESSIONALS WHO
8 TOOK CARE OF MR. SANDOVAL'S BELOVED FATHER. LET ME READ SOME
9 OF MR. SANDOVAL'S WORDS WHICH CHRONICLE THE FAMILY'S
10 EXPERIENCE AT THE MED CENTER WHILE HIS FATHER, LUIS SANDOVAL,
11 WAS BEING TREATED FOR INJURIES THAT WERE SUSTAINED FROM A
12 BULLET WOUND. QUOTE, "FOR 3 AND 1/2 MONTHS MY BROTHERS, MY
13 THREE BROTHERS, TWO SISTERS AND I SPENT A LOT OF TIME IN THE
14 ICU. WE WITNESSED FIRSTHAND THE DEDICATION AND THE
15 PROFESSIONALISM THROUGH THE WORK THAT WAS BEING PERFORMED. WE
16 SAW PATIENTS COME AND GO, SOME STAYED FOR A FEW DAYS, OTHERS
17 FOR A FEW WEEKS. ALONG WITH THESE PATIENTS CAME THEIR
18 FAMILIES, AND WHEN THEIR FAMILIES FIRST ARRIVED, THEY WERE
19 NORMALLY FRANTIC, SCARED, DEMANDING AND AT TIMES OUTRIGHT
20 RUDE, AND WE WERE NO EXCEPTION. THIS ICU COUNTY FACILITY IS
21 TRULY AN INCREDIBLE PLACE. IT IS A PLACE WHERE LIVES ARE BEING
22 SAVED DAILY. IT IS ALSO A PLACE WHERE THERE IS A LOT OF
23 HEARTBREAK, AS WELL. THROUGH ALL OF THIS, THE STAFF IS
24 REQUIRED TO MAINTAIN A PROFESSIONAL ATTITUDE, AND WE WITNESSED
25 THIS FIRSTHAND. I WANT TO TAKE THE TIME TO SEND THIS LETTER TO



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1 SHOW OUR DEEPEST APPRECIATION AND GRATITUDE. MY DAD DID NOT
2 MAKE IT OUT OF THE ICU. BUT NEVERTHELESS, WE WERE VERY
3 APPRECIATIVE OF THE STAFF. DURING THIS TIME WE OBSERVED AND
4 INTERACTED WITH THE NURSES, THE DOCTORS, AND WE WERE DEEPLY
5 MOVED AND APPRECIATIVE OF THEIR EFFORTS. WE KNOW THAT DAD HAD
6 THE BEST OF NURSES AND DOCTORS THAT WE COULD HAVE HOPED FOR.
7 AND I WANT TO THANK THEM AND I WANT YOU TO KNOW AND CONVEY THE
8 MESSAGE THAT MY FAMILY AND I ARE VERY APPRECIATIVE AND EACH
9 AND EVERY ONE OF THEM FOR THEIR PROFESSIONALISM AND THE
10 KINDNESS THAT THEY SHOWED TO OUR FAMILY." SO I'M VERY, VERY
11 PROUD, I THOUGHT THIS WAS VERY, VERY SIGNIFICANT. I KNOW THAT
12 WE HAVE HAD SOME FAILINGS IN SOME OF OUR HOSPITALS AND SOME
13 ISSUES FROM TIME TO TIME, AND USUALLY THAT'S POINTED OUT BY
14 THE VARIOUS LAWSUITS WE HAVE TO PAY OUT AND OTHER KINDS OF
15 THINGS. BUT EVERY SINGLE DAY WE HAVE THOUSANDS AND THOUSANDS
16 OF COUNTY EMPLOYEES THAT GO -- THAT DO AN UNBELIEVABLE AND
17 VERY PROFESSIONAL JOB. AND I WANTED TO POINT THESE PEOPLE OUT.
18 SO TODAY WE WANT TO PAY TRIBUTE AND RECOGNIZE THE L.A. COUNTY
19 USC SURGICAL IC UNIT WHO TOOK CARE OF MR. SANDOVAL AND WHO
20 HAVE CARED FOR SO MANY PATIENTS THROUGHOUT THE YEARS. SO THEY
21 ARE THE TRUE HEROS OF OUR COUNTY AND I WANT THEM TO KNOW THAT
22 WE APPRECIATE THEIR DEVOTION, THEIR TIME, THEIR EFFORT AND ALL
23 OF THE WORK THAT THEY'VE MADE, AND WE ARE VERY PROUD OF THEM.
24 AND I WANT, FIRST OF ALL, TO PRESENT SOME OF THESE FOLKS. AND
25 HOPEFULLY ALL OF THEM ARE HERE. REPRESENTING THE SURGICAL IC



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1 UNIT IS DR. DONALD GREEN. IS THE DOCTOR HERE? THANK YOU, SIR.
2 [APPLAUSE.] AS WELL AS DR. ANTHONY SHIFLET? YEAH, THERE HE IS,
3 COME DOWN HERE, THANK YOU, SIR. AND NURSE MANAGER LILLIAN
4 HIGA. [APPLAUSE.] I ALSO WANT TO SHARE THE NAMES OF SOME OF
5 THE NURSES WHO TOOK CARE OF MR. SANDOVAL, SEVERAL OF THEM ARE
6 HERE TODAY. TANYA CASTELLANOS, HUA HUA CHANG, EXCUSE ME, YOUR
7 HANDS, KIMBERLY, IS IT FELICITY? FELICITY? NOT ABLE TO MAKE
8 IT. CARMEN GREGORIO, GABRIELA FLORES, RAMONA POLLAN, NESTOR
9 GANTARIA, THANK YOU SIR. KIMBERLEY SERANO, MAXIMANO
10 VILLAPANDO, KEVIN YOUNG. ALL RIGHT. THESE ARE MANY OF THE
11 FOLKS THAT HAVE BEEN INVOLVED AND WE USUALLY PREPARE SOME KIND
12 OF A COMMEMORATIVE KIND OF SCROLL, BUT IN THIS INSTANCE WHAT
13 WE DECIDED TO DO IS WE PUT BOTH OF THE LETTERS TOGETHER, AND
14 HOPEFULLY THEY CAN PUT THEM UP SOMEWHERE WHERE PEOPLE CAN
15 RECOGNIZE AND UNDERSTAND, MAYBE IN THE WAITING ROOM OR
16 SOMEWHERE, OF THE QUALITY OF THIS STAFF, THEIR PATIENCE, THEIR
17 PROFESSIONALISM; BUT MORE IMPORTANTLY, THE KIND OF COMPASSION
18 THAT THEY SHOW AND DEMONSTRATE EVERY SINGLE DAY. SO MANY OF
19 THESE GROUP -- FAMILIES WHO ARE UNFORTUNATELY IN THESE KINDS
20 OF SITUATIONS. SO I'M GOING TO ASK MR. SANDOVAL, IF EITHER OF
21 YOU COME UP AND TRY TO SAY A FEW WORDS, BUT FIRST OF ALL WOULD
22 YOU PRESENT IT TO THE DOCTORS AND THE ICU TEAM. IF YOU -- IF
23 YOU'D COME BACK UP AND JOIN US, THEY SHIED AWAY, THEY DON DO
24 THIS. ALSO, I WANT TO LET YOU KNOW THAT WE HAVE WITH US DR.
25 BRUCE CHERNOF, OF COURSE OUR DEPARTMENT OF HEALTH DIRECTOR,



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1 PETE DELGADO, I SAW HIM HERE EARLIER, THERE HE IS OVER HERE,
2 OUR CEO OF L.A. COUNTY USC, STEPHANIE HALL, WHO IS OUR CHIEF
3 MEDICAL OFFICER, THERE SHE IS, THANK YOU. AND IRENE MERCENDEZ
4 WHO IS, OF COURSE, OUR CHIEF NURSING OFFICER AT L.A.
5 COUNTY+USC. AND I DON'T KNOW IF DR. BRIAN HENDERSON MADE IT,
6 OH HE'S RIGHT HERE, RIGHT BEHIND US. THANK YOU ALL. THIS IS
7 OUTSTANDING WORK. MR. SANDOVAL, IF YOU'D LIKE TO COME UP.

8 [APPLAUSE.]

9

10 **SPEAKER:** THANK YOU, MR. SANDOVAL. AND THANK THE SANDOVAL
11 FAMILY. THIS IS REALLY AN HONOR FOR OUR ICU STAFF TO RECEIVE
12 THIS RECOGNITION. IT'S VERY RARE THAT -- THE MOTIVATIONS ARE
13 REALLY PRETTY INTERNAL. WE AREN'T RECOGNIZED LIKE THIS VERY
14 OFTEN, WE DON'T GET TO KNOW OUR PATIENTS VERY OFTEN. ONCE IN A
15 WHILE WE GET A PATIENT LIKE MR. SANDOVAL, WHO I THINK WE ALL
16 BECAME VERY ATTACHED TO AND BECAME ATTACHED TO YOUR FAMILY,
17 AND THIS WAS ACTUALLY KIND OF A SURPRISE FOR US TO GET THIS
18 AWARD, OR THIS RECOGNITION. AND IT IS REALLY AN HONOR, AND
19 THANK YOU. [APPLAUSE.]

20

21 **SUP. MOLINA:** THAT'S THE HEAD OF THE TEAM THERE, BUT LET ME ASK
22 PETE DELGADO WHO HEADS UP L.A. COUNTY USC TO COME UP AND JOIN
23 US, AS WELL AS DR. BRUCE CHERNOF TO SAY A FEW WORDS BECAUSE
24 I'M SURE THEY'RE PROUD OF THIS TEAM AS WELL.

25



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1 **PETE DELGADO:** THANK YOU, THANK YOU MR. SANDOVAL FOR
2 RECOGNIZING OUR STAFF. AND MORE IMPORTANTLY, THANK YOU, STAFF,
3 FOR MODELING THE VALUES OF THIS ORGANIZATION. YOU CERTAINLY
4 HAVE THE HEART IN THE RIGHT PLACE. SO I APPRECIATE ALL YOU'VE
5 DONE. SO, THANK YOU. [APPLAUSE.]

6

7 **DR. BRUCE CHERNOFF:** FIRST LET ME TAKE A MOMENT AND THANK THE
8 SANDOVAL FAMILY FOR ACKNOWLEDGING THE FINE WORK THAT OUR STAFF
9 DOES. IT IS HEARTENING, I THINK, FOR ALL OF OUR EMPLOYEES TO
10 KNOW WHEN THEY DO A GOOD JOB AND TO HEAR FROM FAMILIES. IT
11 HELPS US TAKE THE NEXT STEP EVERY DAY. I WANT TO TAKE A MOMENT
12 AND ACKNOWLEDGE THE FINE, FINE INDIVIDUALS WHO ARE UP HERE. AS
13 SOMEBODY WHO STARTED AS A PRACTICING DOCTOR, AS HARD AS MY JOB
14 MAY BE ON SOME DAYS, THE REAL WORK IS AT THE BEDSIDE, THE REAL
15 WORK IS WHAT THE DOCTORS AND NURSES AND EVERY OTHER
16 PROFESSIONAL AND STAFF MEMBER DOES AT THE BEDSIDE. SO
17 SUPERVISOR MOLINA, I WANT TO TAKE A MOMENT AND THANK YOU FOR
18 ACKNOWLEDGING THE STAFF BECAUSE THIS IS WHAT IT'S REALLY ALL
19 ABOUT. AND FINALLY I WANT TO ACKNOWLEDGE A VERY IMPORTANT
20 PARTNERSHIP WITH THE USC UNIVERSITY, THEY HELP DRIVE THE
21 QUALITY THAT WE VALUE SO MUCH, AND THE FACT THAT DR. HENDERSON
22 TOOK SOME TIME TO BE HERE TODAY. THANK YOU VERY MUCH.

23 [APPLAUSE.]

24



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1 **SUP. MOLINA:** MR. SANDOVAL, DO YOU WANT TO ADD ANYTHING? YOUR
2 SISTER? PLEASE, JOIN US.

3

4 **SPEAKER:** OKAY. THANK YOU, SUPERVISOR MOLINA. WE ARE HERE TO
5 SHARE WHAT WE EXPERIENCED AND WITNESSED THERE, TO PAY TRIBUTE
6 TO AN EXTRAORDINARY GROUP OF PEOPLE. THE NURSES, DOCTORS AND
7 THE ENTIRE STAFF OF THE SURGICAL ICU 9300. WE WANT TO THANK
8 YOU FOR YOUR AMAZING EFFORTS, HARD WORK, DEDICATION, FOR YOUR
9 SENSITIVITY, YOUR PATIENCE, YOUR KINDNESS THAT YOU
10 DEMONSTRATED OUR FAMILY, FOR SHOWING TACT AND PRUDENCE THROUGH
11 THE DIFFICULT TIMES. YOU ARE THIS COUNTY'S TRUE HEROES, AND WE
12 THANK YOU FROM THE BOTTOM OF OUR HEARTS FOR ALL THAT YOU DID
13 FOR OUR FATHER. THANKS VERY MUCH. [APPLAUSE.]

14

15 **SUP. MOLINA:** LET ME JUST AGAIN ACKNOWLEDGE THEM, I THINK THEY
16 DO AN OUTSTANDING JOB, WE ARE VERY PROUD OF ALL OF YOU. THANK
17 YOU SO VERY MUCH. [APPLAUSE.]

18

19 **CHAIRMAN YAROSLAVSKY:** OKAY, THANK YOU, SUPERVISOR MOLINA. LET
20 ME INTRODUCE THE L.A. COUNTY STARS FOR SEPTEMBER 2007 IN THE
21 CATEGORY OF SERVICE EXCELLENCE. PLEASE WELCOME THE LONG BEACH
22 ASIAN PACIFIC MENTAL HEALTH ADULT PROGRAM PSYCHIATRISTS TEAM
23 FROM THE DEPARTMENT OF MENTAL HEALTH. AND HERE THEY COME.
24 [APPLAUSE.] THIS PROGRAM'S SUCCESS IS DUE TO THREE OUTSTANDING
25 PSYCHIATRISTS, THEY SEE THEIR CLIENTS BACK-TO-BACK YET STILL



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1 MAKE UNRELENTING EFFORTS TO RESPOND TO THE CLIENTS' REQUESTS
2 IN A TIMELY FASHION. THE OVERWHELMING CASE LOAD NEVER STOPS
3 THEM FROM CARING FOR THEIR CLIENTS, THESE DOCTORS CONVENE CASE
4 CONFERENCES WITH CLIENTS AND THEIR FAMILIES, SUPPORT THE
5 TRANSFORMATION OF SERVICES AND ADVOCATE IN THEIR CLIENTS' BEST
6 INTERESTS. THEY WOULD RATHER SKIP TAKING BREAKS OR WORK
7 OVERTIME TO AVOID A DELAY IN PROVIDING TREATMENT. HOME VISITS
8 HAVE EVEN OCCURRED TO ENGAGE THE CLIENT IN TREATMENT AND
9 EDUCATE THE FAMILY TO BETTER UNDERSTAND THE MENTAL ILLNESS AND
10 THE GIVEN INTERVENTIONS. THE WORK TO PRODUCE SATISFACTORY
11 TREATMENT OUTCOMES -- I'M SORRY, THEY WORK TO PRODUCE
12 SATISFACTORY TREATMENT OUTCOMES, BUT AT THE SAME TIME RESPECT
13 THE CLIENT'S PRIVACY AND HONOR THE BOUNDARY ISSUES WITHIN THE
14 FAMILY. THESE PHYSICIANS GENEROUSLY OFFER RESOURCES TO ADD
15 FOOD AND OTHER IMPORTANT ELEMENTS IN NURTURING AND TREATING
16 THEIR CLIENTS. THEY FURTHER DEMONSTRATE AN INTEREST IN THEIR
17 CLIENTS BY GREETING THEM IN THEIR PRIMARY LANGUAGES AND HAVE
18 LEARNED OTHER LANGUAGES TO BETTER UNDERSTAND THEIR CLIENTS.
19 THEY HAVE PUT ON THEIR CLIENTS' TRADITIONAL ATTIRE AND JOINED
20 IN CELEBRATING THEIR ETHNIC HOLIDAYS. THEY MOBILIZE THEIR
21 CLIENTS TOWARDS THE RECOVERY MODEL IN TUNE WITH THEIR CULTURAL
22 INTERESTS, SUCH AS ETHNIC COOKING, TAI CHI EXERCISE, GARDENING
23 AND HEALTHY LIVING IN THE WELLNESS GROUP SCHEDULE. THESE THREE
24 PSYCHIATRISTS ALWAYS INCLUDE STAFF IN THEIR INTERVENTIONS AND
25 CONTINUE TO INSPIRE STAFF WITH THEIR PASSION IN HELPING THE



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1 ASIAN PACIFIC POPULATION. JOIN ME IN CONGRATULATING THE LONG
2 BEACH ASIAN PACIFIC MENTAL HEALTH ADULT PROGRAM PSYCHIATRISTS
3 TEAM COMPOSED OF DR. IDA LODRIGITO [PH?], DR. LUZMINDA LACHIA,
4 LACHIKA, I'M SORRY, AND DR. TED TOKAJI. THEY OBVIOUSLY GO THE
5 EXTRA MILE TO SERVE THE PEOPLE OF THIS COUNTY AND THEIR
6 CLIENTS. GIVE THEM A HAND. [APPLAUSE.] NEXT LET ME INVITE THE
7 TOPANGA EMERGENCY MANAGEMENT PLANNING PROJECT, REPRESENTATIVES
8 OF THE PROJECT WHO ARE HERE. I HAVE A SPECIAL PRESENTATION TO
9 MAKE TO THEM. WHILE THEY'RE COMING UP, I'LL START THE
10 PRESENTATION. I THINK ALL THE MEMBERS OF THE BOARD AND MANY
11 MEMBERS OF THE PUBLIC ARE FAMILIAR WITH THE TOPANGA EMERGENCY
12 MANAGEMENT PLANNING PROJECT, WHICH RESULTED A COUPLE OF YEARS
13 AGO IN THE DEVELOPMENT OF AN EMERGENCY PREPAREDNESS GUIDE. AND
14 THIS SAME GROUP OF PEOPLE HAS NOW COMPLETED A SUPPLEMENT TO
15 THE TOPANGA DISASTER SURVIVAL GUIDE. THE PEOPLE IN TOPANGA ARE
16 EXPERTS IN DISASTER, THEY'VE HAD THEM ALL: FIRE, EARTHQUAKE,
17 FLOOD, ROAD COLLAPSE, A FEW OTHER THINGS, I'M SURE WE'RE NOT
18 DONE WITH DISASTERS IN THAT PART OF THE COUNTY. BUT WHAT ALL
19 OF THESE EVENTS OVER THE YEARS HAVE DONE IS GALVANIZED THE
20 PEOPLE OF TOPANGA INTO HAVING ONE OF THE FINEST CITIZEN-BASED
21 EMERGENCY RESPONSE TEAMS, AND NOW I BELIEVE THE FINEST
22 INFORMATION CAMPAIGN ANYWHERE IN THE COUNTRY FOR DISASTER
23 PREPAREDNESS, DISASTER SURVIVAL. AND I MIGHT ADD, THIS BOOKLET
24 IS AVAILABLE ONLINE ON MY WEBSITE, AND IS THAT THE BEST WAY TO
25 GET THE BOOK, I THINK? OR SHOULD I GET IT ON YOUR WEBSITE?



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1 WELL, I'LL GIVE YOU MY WEBSITE, WWW.ZEV.LACOUNTY.GOV, I
2 BELIEVE THAT'S THE CORRECT WEBSITE ADDRESS, AND YOU CAN
3 DOWNLOAD THIS OR JUST READ IT ONLINE, THIS IS A GREAT PIECE OF
4 INFORMATION TO HAVE WHETHER YOU LIVE IN PLACES LIKE TOPANGA,
5 IN REMOTE AREAS OF THE COUNTY OR WHETHER YOU LIVE IN THE URBAN
6 CORE, THEY ARE GOOD TIPS AND SUGGESTIONS FOR HOW TO DEAL WITH
7 DISASTERS AND HOW TO PREPARE TO OUTLAST THE DISASTERS, WHETHER
8 IT'S EARTHQUAKE OR FIRE OR FLOOD OR WHAT HAVE YOU. WE WANT TO
9 RECOGNIZE THE CONTRIBUTION AND DEDICATION OVER THESE PAST TWO
10 YEARS TO THIS SECOND PHASE OF THIS PROJECT AND HONOR SOME OF
11 THE MEMBERS OF THE TEAM WHO ARE HERE, WHO ARE ABLE TO MAKE IT
12 HERE THIS MORNING. THERE ARE OVER 50 MEMBERS OF THE TEAM WHO
13 HAVE BEEN WORKING INDIVIDUALLY AND IN WORKING GROUPS AND
14 COMMITTEES ON THIS PROJECT FOR OVER TWO YEARS, 21 OF THEM ARE
15 HERE TODAY, AND I REALLY APPRECIATE THEIR BEING HERE. THIS HAS
16 BEEN A LABOR OF LOVE FOR THEM AND FOR US AND MY STAFF, SUSAN
17 NISSIMAN [PH?], WHO HAS REPRESENTED BY OFFICE ON THIS AND HAD
18 PUT MORE THAN HER SHARE OF TIME AND ENERGY INTO THIS. AND THE
19 THING THAT I THINK YOU SHOULD ALL BE PROUD OF IS THAT YOU'VE
20 MADE A DIFFERENCE. YOU DON'T KNOW WHO AND YOU DON'T KNOW WHEN,
21 BUT YOU'VE SAVED SOMEBODY'S LIFE, PROBABLY MANY LIVES,
22 SOMEBODY'S GOING TO READ THIS, A LOT OF PEOPLE WILL READ THIS,
23 AND WILL TAKE IT TO HEART AND WILL SAVE THEIR LIVES OR BE
24 SAVED FROM SIGNIFICANT BODILY INJURY OR FROM SEVERE PROPERTY
25 DAMAGE, OR ALL THREE, AS A RESULT OF THE WORK YOU'VE DONE. AND



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1 IT'S JUST AS WELL THAT YOU WON'T KNOW WHICH LIFE YOU SAVED,
2 BUT YOU SHOULD HAVE THE REAL SENSE OF ACCOMPLISHMENT AND
3 ACHIEVEMENT IN KNOWING THAT YOU WILL HAVE MADE A DIFFERENCE IN
4 THE LIVES OF PEOPLE IN THIS COUNTY. SO I WANTED TO HONOR YOU,
5 ALL OF YOU, I THINK IT WOULD BE APPROPRIATE TO REMEMBER ALLEN
6 EMERSON RIGHT NOW, WE ADJOURNED IN HIS MEMORY LAST WEEK, HE
7 PASSED AWAY JUST VERY RECENTLY, ALLEN WAS THE FATHER AND
8 GRANDFATHER OF CITIZEN-BASED EMERGENCY PREPAREDNESS IN THE
9 SANTA MONICA MOUNTAINS AND IN TOPANGA IN PARTICULAR, AND WE
10 CERTAINLY HONOR HIM AND MISS HIM AT THIS TIME. BUT I WANTED TO
11 PRESENT THESE PROCLAMATIONS, FIRST OF ALL PAT MCNEAL. WHERE
12 ARE YOU, PAT? [LAUGHTER.] ANDREA MATCHINOFF? NOT HERE. MARIA
13 GRIESEN? ALLIE ACKER. LANCE GRINDLE. OUR OWN ASSISTANT FIRE
14 CHIEF, REGINALD LEE. [APPLAUSE.] MARY LUKENS. SERGEANT PHIL
15 BROOKS OF LOS ANGELES COUNTY SHERIFF'S DEPARTMENT. [APPLAUSE.]
16 YOU'RE WELCOME. MARK CARNEY, THE LOS ANGELES COUNTY DEPARTMENT
17 OF PUBLIC WORKS. [APPLAUSE.] SUSAN CLARK, TOPANGA ANIMAL
18 RESCUE. [APPLAUSE.] RON DURBAN, LOS ANGELES COUNTY FORESTRY
19 DIVISION. [APPLAUSE.] RON IS THE ARTIST IN THE SUPPLEMENT.
20 THIS IS, OH WHEN YOU SEE IT ONLINE, IT'S A GOOD PIECE OF ART.
21 MICHELLE JOHNSON, REPRESENTING TCEP. [APPLAUSE.] CAPTAIN JIM
22 JORDAN OF THE FIRE DEPARTMENT. [APPLAUSE.] SOELA KALOR. YOU'RE
23 WELCOME. GREG JAKEZ. [APPLAUSE.] JAY LOPEZ WITH THE COUNTY
24 FIRE DEPARTMENT'S FORESTRY DIVISION. [APPLAUSE.] JACK MCNEAL,
25 REPRESENTING TCEP. [APPLAUSE.] JEAN O'NEILL, REPRESENTING THE



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1 OFFICE OF EMERGENCY MANAGEMENT. [APPLAUSE.] LUKE NOT HERE.
2 ROBERT SHARP, OF THE COUNTY DEPARTMENT OF PUBLIC WORKS.
3 [APPLAUSE.] AND LAST BUT NOT LEAST, FROM THE TOPANGA TOWN
4 COUNCIL, STACEY SLEDGE. [APPLAUSE.] LET'S GIVE THEM ALL A
5 GREAT HAND. [APPLAUSE.] MY LAST PRESENTATION IS THE CHARITABLE
6 GIVING CAMPAIGN AWARDS PRESENTATION, WHICH I WANT TO DO AT
7 THIS TIME. THE COUNTY'S CHARITABLE GIVING CAMPAIGN RAISED 1.5
8 MILLION DOLLARS LAST YEAR. THESE FUNDS WILL BE DONATED TO OUR
9 CAMPAIGN PARTNERS, UNITED WAY, BROTHERHOOD CRUSADE, ASIAN
10 PACIFIC COMMUNITY FUND, EARTH SHARE OF CALIFORNIA AND THE
11 UNITED LATINO FUND. PROCEEDS FROM THE COUNTY'S CHARITABLE
12 GIVING CAMPAIGN ARE USED TO HELP LOW INCOME MEN, WOMEN AND
13 CHILDREN ACROSS THE ENTIRE COUNTY. AND TODAY WE RECOGNIZE THE
14 TOP COUNTY DEPARTMENTS AND COORDINATORS FOR 2006. THE TOP
15 COUNTY DEPARTMENTS IN PAYROLL DEDUCTION: PUBLIC WORKS
16 DEPARTMENT, DIRECTOR DON WOLFE AND COORDINATOR VANESSA LOPEZ.
17 [APPLAUSE.] CONGRATULATIONS. THE ASSESSOR'S OFFICE, RICK
18 AURBACK, OUR COUNTY ASSESSOR AND COORDINATOR, ROSE HENDERSON.
19 [APPLAUSE.] CHIEF EXECUTIVE OFFICE, BILL FUJIOKA, CEO AND
20 COORDINATORS, RUBEN RIVERO, CRAIG HERAKAWA AND VICTORIA PITKIN
21 LANE. AND JOINING THEM ARE DEPUTY CEO, LISA NUNEZ, CEO OF
22 OPERATIONS, AND MARTIN ZIMMERMAN, ASSISTANT CEO OF OPERATIONS.
23 AND THE OMBUDSMAN, LAST IN THIS CATEGORY, THE OMBUDSMAN, JOHN
24 FERNANDEZ, WHO IS OUR OMBUDSMAN, AND STEPHANIE MAXBURY, CHIEF
25 DEPUTY, REPRESENTING COORDINATOR JOHN FREEDEN. THE TOP COUNTY



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1 DEPARTMENTS IN CASH CONTRIBUTIONS, THE DEPARTMENT OF PUBLIC
2 AND SOCIAL SERVICES, DIRECTOR PHIL BROWNING AND COORDINATOR
3 ROSA GONZALEZ. [APPLAUSE.] CONGRATULATIONS. YEAH. PHIL
4 BROWNING WAS MY CATCHER ON SATURDAY AT THE DODGER GAME WHEN I
5 THREW OUT THE FIRST BALL AND HE MADE IT EASY FOR ME, I REACHED
6 HIS GLOVE, AND IT WAS NOT WITHOUT DOUBT THAT I WOULD REACH HIS
7 GLOVE AT THAT POINT. THE ASSESSOR'S OFFICE, THE SECOND AWARD
8 FOR RICK AURBACH AND ROSE HENDERSON. THEY'RE AT THE PAYROLL
9 DEDUCTIONS AND CASH, THAT'S WHY THEY CALL THEM THE ASSESSORS.
10 [APPLAUSE.] THE AUDITOR CONTROLLERS OFFICE, CHIEF DEPUTY WENDY
11 WATANABE, REPRESENTING OUR AUDITOR CONTROLLER, TYLER MCAULEY,
12 AND COORDINATOR, MELISSA COGNANIS [PH?]. AND LAST IN THIS
13 CATEGORY, REGIONAL PLANNING, DIRECTOR BRUCE MCLUNDEN [PH?] AND
14 COORDINATORS LOIS UNE [PH?] AND GUNNER HAND. HONORABLE MENTION
15 AWARDS. THE SHERIFF'S DEPARTMENT, ASSISTANT SHERIFF, MERV
16 CAVANAUGH AND CHIEF TOM ANGEL. TREASURER TAX COLLECTOR, MARK
17 SALADINO, WHO IS OUR TREASURER, TAX COLLECTOR, AND SYLVIA
18 TORRES OF THE TREASURER TAX COLLECTOR. THE LOS ANGELES COUNTY
19 EMPLOYEE'S RETIREMENT SYSTEM, REPRESENTING THE LACERA, CEO,
20 GREG RATAMACHER [PH?], IS JANICE GOLDEN, WHO IS THE ASSISTANT
21 EXECUTIVE OFFICER, AS WELL AS COORDINATOR JULIA RAY. THE
22 COUNTY'S CHARITABLE GIVING CAMPAIGN PARTNERS ARE REPRESENTED
23 TODAY BY VERNON WEB OF UNITED WAY, CHERISE BREMAN WEAVER OF
24 THE BROTHERHOOD CRUSADE, ELLEN MISAWA [PH?], OF THE ASIAN
25 PACIFIC COMMUNITY FUND, PAT SMITH REPRESENTING EARTH SHARE OF



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1 CALIFORNIA, AND RICARDO MORALES OF THE UNITED LATINO FUND. AND
2 I'M PLEASED TO PRESENT TO YOU ON BEHALF OF THE BOARD OF
3 SUPERVISORS A CHECK FOR \$1.5 MILLION, WHICH REPRESENTS THE
4 COMBINED CHARITABLE GIVING OF OUR COUNTY EMPLOYEES WHO WE
5 CONTINUE TO DEMONSTRATE ARE THE MOST CHARITABLE EMPLOYEES IN
6 LOS ANGELES. CONGRATULATIONS. USE IT GOOD. [APPLAUSE.] ALL
7 RIGHT. THAT TAKES CARE OF ME AND I'LL TURN IT OVER TO
8 SUPERVISOR BURKE.

9

10 **SUP. BURKE:** WE'RE VERY PLEASED TO HAVE ERIC MOORE, WHO IS THE
11 FOUNDER AND EXECUTIVE DIRECTOR OF EDUCATE L.A. AS A CONCERNED
12 PARENT LOOKING FOR EDUCATIONAL RESOURCES, ERIC FOUNDED EDUCATE
13 L.A. IN 1988. EDUCATE L.A. ALLOWS PARENTS TO PROACTIVELY
14 SUPPORT THEIR CHILDREN'S EDUCATIONAL PROGRESS AND COLLEGE
15 PREPARATION THROUGH COMPUTER TECHNOLOGY AND COMMUNITY EVENTS.
16 TO DATE, EDUCATE L.A. HAS DONATED MORE THAN 29,000 SPONSORED
17 COPIES OF GATEWAY, TO ACADEMIC ACHIEVEMENT SOFTWARE, TO
18 STUDENTS AND FAMILIES IN SCHOOLS AND NONPROFITS THROUGHOUT LOS
19 ANGELES. THEY'VE HOSTED 13 FUNDERS. THEY'VE HAD FORUMS AND
20 THEY HAVE INTRODUCED 31 CORPORATE AND FOUNDATION
21 REPRESENTATIVES TO NEARLY 1500 NONPROFIT DIRECTORS, EDUCATORS
22 AND GRANT WRITERS, ORGANIZED FIVE ANNUAL KNOWLEDGE SYMPOSIUMS
23 AND HAVE RECEIVED ENDORSEMENTS FROM SENATOR MARK RIDLEY-
24 THOMAS, THE CSU SYSTEM, AVID, GEAR-UP, LAUSD, LACOE, JUST TO
25 NAME A FEW. IT'S WITH GREAT PLEASURE THAT I PRESENT THIS



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1 SCROLL TO ERIC MOORE IN RECOGNITION OF HIS DEDICATED SERVICE
2 TO THE YOUTH AND FAMILIES OF LOS ANGELES COUNTY THROUGH HIS
3 ORGANIZATION, EDUCATE L.A. [APPLAUSE.]

4

5 **ERIC MOORE:** THANK YOU, SUPERVISOR BURKE. THIS IS TRULY AN
6 HONOR TO BE HERE. YOUR OFFICE, SINCE THE BEGINNING OF OUR
7 PROGRAM IN 1998, HAS ALWAYS BEEN VERY, VERY SUPPORTIVE OF OUR
8 PROGRAM, DEL AND JOHN HAVE BEEN JUST WONDERFUL TO US, I THANK
9 YOU FOR THAT. AS THE SUPERVISOR INDICATED, WE HAVE DONATED
10 THOUSANDS OF COPIES OF OUR SOFTWARE, AND WE ARE NOW ON A DAILY
11 BASIS HELPING FAMILIES THROUGHOUT THE UNDERSERVED COMMUNITIES,
12 AND IT IS JUST AN ABSOLUTE PLEASURE AND AN HONOR TO BE HERE.
13 THANK YOU ONCE AGAIN.

14

15 **SUP. BURKE:** THANK YOU. KEEP UP THE GOOD WORK.

16

17 **ERIC MOORE:** THANK YOU.

18

19 **SUP. BURKE:** THAT CONCLUDES MY PRESENTATIONS.

20

21 **CHAIRMAN YAROSLAVSKY:** SUPERVISOR ANTONOVICH?

22

23 **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS. WITH US TODAY IS JULIE
24 STRANGERS, PAMELA MYERS AND KATHY BICKERS FROM THE DAUGHTERS
25 OF THE -- NATIONAL SOCIETY OF DAUGHTERS OF THE AMERICAN



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1 REVOLUTION WHO WERE QUITE SUCCESSFUL 51 YEARS AGO WHEN THEY
2 HAD CONGRESS SUPPORT THEIR LEGISLATION, AND PRESIDENT DWIGHT
3 DAVID EISENHOWER SIGNED INTO LAW THAT SEPTEMBER 17TH THROUGH
4 THE 23RD WOULD BE DECLARED CONSTITUTIONAL WEEK IN THE UNITED
5 STATES. 220 YEARS AGO, THE 55 DELEGATES TO THE CONSTITUTIONAL
6 CONVENTION HELD THEIR FINAL MEETING ON SEPTEMBER 17TH, 1787,
7 TO SIGN THE CONSTITUTION OF THE UNITED STATES OF AMERICA,
8 WHICH BECAME THE FOUNDATION OF OUR REPUBLIC. AFTER BEING
9 SIGNED, CONGRESS THEN SENT THE PRINTED COPIES OF THE
10 CONSTITUTIONS TO THE STATE LEGISLATURES FOR RATIFICATION. BY
11 JUNE 21ST, 1788, NINE STATES HAD APPROVED THE CONSTITUTION,
12 FINALLY FORMING A MORE PERFECT UNION. THE POWERFUL FRAMEWORK
13 FOR ESTABLISHING JUSTICE OPPORTUNITY HAS ENABLED THE NATION TO
14 PROSPER AND THRIVE AS A PEOPLE THROUGH MORE THAN TWO CENTURIES
15 OF POLITICAL CHANGE, SOCIAL TRANSFORMATION AND ECONOMIC
16 CHALLENGES. THE PRINCIPLES OF THE DECLARATION OF INDEPENDENCE
17 WERE ESTABLISHED AND THAT THE POWER OF THE GOVERNMENT IS
18 DERIVED FROM THE PEOPLE WITH THE CONSENT OF THE AMERICAN
19 PEOPLE. THE GOVERNMENT ESTABLISHED BY THE CONSTITUTION FORMED
20 A REMARKABLY RESILIENT STRUCTURE BALANCING NECESSARY AUTHORITY
21 WITH INHERENT FREEDOMS, NATIONAL UNITY, WITH INDIVIDUAL RIGHTS
22 AND FEDERAL INTERESTS WITH STATE POWERS. THE FOUNDERS ALSO
23 RECOGNIZED THE POTENTIAL FOR NECESSARY CHANGE BY INCLUDING THE
24 CONSTITUTIONAL AMENDMENT PROCESS, WHICH HAS BEEN A VITALLY
25 IMPORTANT MECHANISM FOR ACHIEVING FULL EQUALITY AND FAIRNESS



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1 FOR ALL OF OUR CITIZENS. AS WE FACE THE CHALLENGES OF A NEW
2 ERA, WE REMAIN RESOLVED AND VIGILANT IN THE DEFENSE OF LIFE
3 AND LIBERTY AGAINST TYRANNY AND TERROR, DRAWING UPON THOSE
4 STRENGTHS AND GUIDANCE FROM OUR CONSTITUTION, AMERICA'S WORKED
5 TOGETHER TO ENSURE THAT THE BLESSINGS OF LIBERTY ENDURE AND
6 EXTEND FOR GENERATIONS TO COME. SO LET ME MAKE THE
7 PROCLAMATION AT THIS TIME FOR YOU.

8

9 **SPEAKER:** THANK YOU, VERY MUCH, SUPERVISOR ANTONOVICH. WE ARE
10 VERY APPRECIATIVE OF YOUR EFFORTS ON BEHALF OF THE CHATWORTH
11 CHAPTER OF THE DAUGHTERS OF THE AMERICAN REVOLUTION, AND IT'S
12 OUR PLEASURE TO ACCEPT THIS PROCLAMATION TODAY. THANK YOU.

13 [APPLAUSE.]

14

15 **SUP. ANTONOVICH:** NOW WE HAVE A LITTLE CHIHUAHUA FEMALE WHO IS
16 12 MONTHS OLD. HER NAME IS LADY, AND SHE IS LOOKING FOR A
17 HOME, THIS IS A LITTLE LADY WITHOUT A HOME, WHO HOPEFULLY WILL
18 FIND A HOME BY THE DAY'S END. AND ANYBODY WHO LIKE TO ADOPT
19 LITTLE LADY, CALL THE TELEPHONE NUMBER AT THE BOTTOM OF YOUR
20 TELEVISION SCREEN, 562-728 4644, AND I'M SURE -- DO WE HAVE A
21 TAKER HUH? I SHOULD HAVE HAD A DALMATION TODAY. [LAUGHTER.] SO
22 ANYBODY WHO'D LIKE TO ADOPT LITTLE LADY CAN. SHE'S A LITTLE
23 NERVOUS, BUT SHE'S VERY SWEET.

24



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1 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT, THAT CONCLUDES OUR
2 PRESENTATIONS. WE'LL PROCEED TO THE AGENDA. FIRST UP TODAY IS
3 SUPERVISOR MOLINA. YOU'RE UP FIRST.

4

5 **SUP. MOLINA:** ALL RIGHT, THE FIRST ITEM I'D LIKE TO BRING UP IS
6 THE ITEM NUMBER 22.

7

8 **CHAIRMAN YAROSLAVSKY:** I SORRY, WHICH ITEM?

9

10 **SUP. MOLINA:** I'M SORRY, ITEM 22.

11

12 **CHAIRMAN YAROSLAVSKY:** ITEM 22.

13

14 **SUP. MOLINA:** THIS IS A REVISION AND THERE'S A MOTION ON THE
15 GREEN SHEET WITH REGARD TO THE PPP. NOW, I UNDERSTAND THAT
16 THERE ARE SOME PEOPLE THAT WANT TO ADDRESS THIS ISSUE, SO I'M
17 GOING TO HAVE THEM COME UP. BUT WE CERTAINLY -- I WAS ONE OF
18 THOSE THAT WAS SO UNSURE ABOUT HOW OUR PUBLIC-PRIVATE
19 PARTNERSHIP PROGRAM WAS GOING TO WORK, IT CAME OUT OF
20 CERTAINLY OUR HEALTHCARE CRISIS IN 1995, BUT IT HAS BEEN
21 AMAZING, IT HAS BEEN THE CORNERSTONE OF OUR SAFETY NET SYSTEM
22 HERE IN L.A. COUNTY. AND OVER THE EIGHT YEARS, THE PPP
23 PROVIDERS HAVE SERVED OVER 1.7 MILLION PEOPLE IN THE COUNTY
24 AND HAVE PROVIDED OVER 5.5 MILLION MEDICAL VISITS. SO THIS IS
25 OUTSTANDING WORK. SO ALL OF US ON THE BOARD ARE VERY



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1 SUPPORTIVE OF OUR PPP PROGRAM. AND BECAUSE OF THAT, EVEN WHEN
2 THE WAIVER ENDED, ALL OF US WERE ABLE TO FIND THE DOLLARS
3 NECESSARY TO SUSTAIN AND MAINTAIN THAT PROGRAM. THAT'S WHY I
4 THINK SOME OF US ARE VERY CONCERNED ABOUT THAT MORE THAN A
5 YEAR AFTER THE RELEASE OF THE RFP FOR OUR PPP SERVICES, THE
6 DEPARTMENT UNFORTUNATELY HAS CONTINUED TO SEEK EXTENSIONS AND
7 WE FEEL WE NEED TO PROVIDE SOME DIRECTION AND SOME GUIDANCE TO
8 THE DEPARTMENT TO MOVE THE NEGOTIATION PROCESS FORWARD AND
9 HOPEFULLY RESOLVE ANY OF THE ISSUES AS QUICKLY AS POSSIBLE. I
10 HAVE -- ON THE MOTION THAT I PUT TOGETHER, I UNDERSTAND THAT
11 COUNTY COUNSEL HAS RAISED SOME CONCERNS REGARDING OUR MOTION
12 WITH RESPECT TO ASPECTS OF CONFLICT OF INTEREST. SO I'D LIKE
13 TO READ IN A REVISION TO THAT MOTION AS FAR AS MAKE UP THE
14 REST OF IT WOULD STAND, IT IS A MOTION THAT IT IS JOINTLY
15 SPONSORED BY MYSELF AND SUPERVISOR YAROSLAVSKY. I'D LIKE TO
16 ADD ONE REVISION IN WHICH WE WOULD ADD AT THE END, WE
17 THEREFORE MOVE THE FOLLOWING REVISION TO ITEM 22, THAT THE CEO
18 CONVENE A FIVE-MEMBER ALLOCATION FORMULA WORKING GROUP
19 COMPRISED OF THE FOLLOWING PARTICIPANTS: THE DEPUTY C.E.O.
20 FROM THE HEALTH AND MENTAL HEALTH CLUSTER WHO WILL SERVE AS
21 CHAIR, THE D.H.S. DIRECTOR OF PLANNING AND ANALYSIS, THE
22 INTERIM DIRECTOR OF AMBULATORY CARE, AND TWO REPRESENTATIVES
23 OF THE COMMUNITY CLINICS ASSOCIATION OF LOS ANGELES WHO ARE
24 NEITHER CURRENT NOR POTENTIAL FUTURE PPP PROVIDERS. THE
25 WORKING GROUP WILL PROVIDE RECOMMENDATIONS TO THE BOARD ON AN



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1 EQUITABLE, COUNTY-WIDE FUNDING ALLOCATION METHODOLOGY THAT
2 WILL BEST MEET THE HEALTHCARE NEEDS OF THE UNINSURED AND
3 CERTAINLY UNDERINSURED RESIDENTS OF L.A. COUNTY. SO THAT IS
4 OUR MOTION. WE'VE BEEN WORKING WITH THE PPPS, WE VALUE THEIR
5 WORK, AS MANY OF US ON THE BOARD DO, AND WE WANT TO JUST SPEED
6 UP THE NEGOTIATIONS AND HOPEFULLY HAVE A SET OF NEGOTIATIONS
7 THAT WORK WELL FOR US BUT IN PARTICULAR WORK FOR THE PPPS AND
8 CERTAINLY ALL OF THE PATIENTS THAT THEY SERVE EVERY DAY.

9

10 **CHAIRMAN YAROSLAVSKY:** YEAH, I JOIN ON THAT MOTION, AND JUST TO
11 ADD, I THINK ONE OF THE GREAT SUCCESSES, MAYBE THE ONLY
12 SUCCESS, PROGRAMMATICALLY SPEAKING, OUT OF THE WAIVER WAS THE
13 GREAT SUCCESS OF THE PPP PROGRAM AND THE MASSIVE EXPANSION OF
14 AMBULATORY CARE SERVICES WE PROVIDED IN THIS COUNTY. THAT WAS
15 ONE OF THE THINGS WE PROMISED AND COMMITTED TO AS PART OF THE
16 ORIGINAL 1995 WAIVER, AND I BELIEVE THE NUMBER OF VENUES WENT
17 FROM 39 CLINICS THAT WE OPERATED TO OVER 100 AT ONE POINT, AND
18 I THINK IT'S NEARLY 100 NOW, CONSIDERABLY EXPANDING THE
19 COVERAGE AND THE ACCESSIBILITY TO PRIMARY CARE IN EVERY
20 COMMUNITY OF THE COUNTY. I JOIN IN THIS MOTION FOR TWO
21 REASONS, ACTUALLY, MORE THAN TWO REASONS, ONE IS WE NEED TO
22 MAKE SURE THAT THIS IS TAKEN CARE OF, THAT THE CONTRACTS ARE -
23 - IN THE RFP IS CONCLUDED, THAT IT'S DONE EQUITABLY, THAT IT'S
24 NOT -- THAT WE DON'T DIMINISH THE ROLE THAT THE PRIVATE
25 PARTNERS THAT WE HAVE IN AMBULATORY CARE, THAT WE DON'T



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1 DIMINISH THEIR ROLE IN ANY PART OF THE COUNTY OR COUNTY-WIDE.
2 I THINK IT WOULD BE A HUGE MISTAKE TO PENALIZE THIS PROGRAM
3 BECAUSE IT'S BEEN SUCCESSFUL. AND THE OTHER REASON I JOIN IN
4 THIS IS I WANT TO SEND A MESSAGE TO OUR OWN HEALTH DEPARTMENT,
5 THAT THE PPP PROGRAM IS AS IMPORTANT AS ANY OTHER PROGRAM, AT
6 LEAST THAT'S MY OPINION. AND I'VE BEEN CONCERNED, VERY
7 CONCERNED ABOUT WHERE IN THE MINDS OF THE DEPARTMENT OF HEALTH
8 SERVICES' BUREAUCRACY, WHERE THE PUBLIC-PRIVATE PARTNERSHIP
9 STANDS IN PRIORITY. THERE HAVE BEEN A NUMBER OF SIGNALS SENT
10 THAT I THINK HAVE BEEN UNMISTAKABLE TO OUR COMMUNITY CLINIC
11 PARTNERS, AND CERTAINLY I'VE READ THOSE SIGNALS THAT SUGGEST
12 THAT IT IS SLOWLY DIMINISHING ON THE LIST OF PRIORITIES -- ON
13 THE ORDER OF PRIORITIES IN THE DEPARTMENT OF HEALTH, WHILE
14 OTHER THINGS TAKE GREATER PRIORITY. THAT CANNOT BE ALLOWED TO
15 HAPPEN. I'VE DISCUSSED THIS WITH DR. CHERNOF MANY MONTHS AGO,
16 AND THIS IS WHAT IT'S COME TO. SO I WANT TO MAKE IT REAL CLEAR
17 TODAY THAT FOR THIS SUPERVISOR, I'M SURE THE VIEW IS SHARED BY
18 THE OTHERS AS WELL, THAT WE WANT THIS PROGRAM TO CONTINUE TO
19 FLOURISH AND SUCCEED. WE ARE PROVIDING, YOU ARE PROVIDING, AS
20 A PARTNER WITH US, A CRITICALLY IMPORTANT SERVICE TO THE
21 PEOPLE OF LOS ANGELES COUNTY, AND I'D RATHER GROW THE PROGRAM
22 THAN DIMINISH IT. AND I THINK WE NEED TO GET THAT MESSAGE
23 ACROSS. SO I CONSIDER YOU, WHEREVER YOU ARE, THE CLINIC
24 ASSOCIATIONS, THE CLINIC PARTNERS, THERE YOU ARE --
25 [APPLAUSE.] CONSIDER YOU TO BE, AND I THINK THE SPIRIT OF THIS



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1 MOTION IS THAT WE CONSIDER YOU TO BE PARTNERS, AND YOU'RE MORE
2 THAN JUST CONTRACTORS TO US, YOU'RE PARTNERS. WE TURNED TO YOU
3 IN THE MID '90S WHEN WE WERE IN DEEP TROUBLE, WE TURNED TO
4 YOU, YOU STEPPED UP. AND MANY OF THE CLINICS CONTINUE TO TAKE
5 ON MORE RESPONSIBILITY, EVEN WHILE OTHER FACILITIES ARE
6 CLOSING AND PRIVATE, NONPROFITS, EVERYBODY IS HAVING TROUBLE,
7 MANY OF OUR PARTNERS HAVE STEPPED UP TO EVEN GO BEYOND WHAT
8 THEY DID IN THE '90S, AND WHAT THEY DID IN THE '90S WAS
9 PLENTY. AND WE APPRECIATE IT, AND YOU DO IT BETTER, YOU DO IT
10 MORE EFFICIENTLY AND THUS LESS EXPENSIVELY THAN WE COULD DO IT
11 IF WE DID IT OURSELVES AND YOU REACH FAR MORE PEOPLE THAN WE
12 DO, AND I THINK WE NEED TO RECOGNIZE SUCCESS. AND SO THIS
13 MOTION IS -- KIND OF HAS AN OMNIBUS SET OF MESSAGES AND I
14 CERTAINLY WANT TO JOIN WITH SUPERVISOR MOLINA ON THAT. BEFORE
15 I TURN IT OVER, I HAD A REQUEST TO RECONSIDER ITEM 10, STEVE
16 REMIGE WANTED TO ADDRESS THAT ITEM AND HE WASN'T HERE WHEN WE
17 TOOK THE CONSENT CALENDAR, SO YOU'LL HAVE TO HOLD ON FOR A
18 WHILE, BUT I'LL MOVE A RECONSIDERATION, WITHOUT OBJECTION,
19 WE'LL RECONSIDER IT AND HOLD IT AND WE'LL GIVE YOU A SHOT TO
20 SPEAK IN A LITTLE BIT.

21

22 **SUP. BURKE:** MR. CHAIRMAN?

23

24 **CHAIRMAN YAROSLAVSKY:** MISS BURKE?

25



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1 **SUP. BURKE:** YES. IT'S VERY IMPORTANT FOR US TO ENCOURAGE OUR
2 PRIVATE PARTNERSHIPS, OUR PPP'S, BECAUSE THEY ARE PARTNERS,
3 AND IN MANY INSTANCES, WE'VE LOST SOME OF THEM. BUT THOSE THAT
4 WE HAVE BEEN EXCELLENT, THEY MOVE IN AND THEY TAKE CARE OF
5 PEOPLE THAT NEED THE HELP SO MUCH. AND WE'RE VERY FORTUNATE IN
6 THE SECOND DISTRICT TO HAVE HAD SOME EXCELLENT PARTNERS. AND I
7 UNDERSTAND THAT SOMETIMES, ANY TIME YOU HAVE COMPETITION FOR,
8 UNDER A PROPOSAL, FOR THE ALLOCATION OF CONTRACTS, IT
9 SOMETIMES CAN GET INTO WHAT CAN BE SEEN AS AN ANTAGONISTIC
10 ROLE. BUT AS FAR AS OUR PARTNERS ARE CONCERNED, OBVIOUSLY WE
11 HAVE TO NEGOTIATE IN TERMS OF RATES AND THINGS LIKE THAT, BUT
12 IT'S ALWAYS WITH THE IDEA THAT WE'RE WORKING TOGETHER. THEY
13 TAKE ON THOSE PEOPLE THAT WE ARE UNABLE TO SERVE IN SO MANY
14 INSTANCES. AND IT'S TRUE, THEY STEPPED UP AND THEY WERE ABLE
15 TO TAKE US THROUGH WHEN WE WERE IN DIRE CIRCUMSTANCES DURING
16 THE '90S AT A TIME WHEN WE WERE, NOT ONLY WERE OUR HOSPITALS
17 UNABLE TO TAKE EVERYONE, BUT WHEN WE WEREN'T MOVING FORWARD TO
18 GET A WAIVER. AND THE WAIVER UNDERSTOOD THAT IT HAD TO BE A
19 PARTNERSHIP WITH, PARTICULARLY FOR OUTPATIENTS, WITH COMMUNITY
20 ORGANIZATIONS. SO WE WANT TO MAKE OUR PPP'S STRONGER. I CAN
21 SAY IN THE SECOND DISTRICT, IT'S MY HOPE THAT WE'LL GET MORE
22 PPP'S AND THAT WE CAN GET STRONGER PPP'S, BECAUSE WE NEED
23 THEM, WE NEED PEOPLE TO HELP TO SERVE, AND PARTICULARLY AS WE
24 FACE THE SITUATION AT MARTIN LUTHER KING HOSPITAL, IT'S GOING
25 TO BE SO VITAL THAT WE HAVE PPP'S TO STEP UP THAT CAN TAKE ON



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1 SOME OF THOSE PEOPLE THAT I KNOW WE'RE NOT GOING TO BE ABLE TO
2 SERVE TOTALLY IN OUR URGENT CARE. SO WE DO NEED TO HAVE THEM
3 AVAILABLE, WE WANT TO WORK WITH THEM, WE WANT TO HAVE A GOOD
4 RELATIONSHIP. AND I HOPE THEY UNDERSTAND THAT, THAT IT'S OUR
5 GOAL TO HAVE A PARTNERSHIP, A GOOD RELATIONSHIP, AND ONE
6 THAT'S MOVING FORWARD IN A VERY POSITIVE WAY AND WHERE WE SEE
7 GROWTH RATHER THAN ELIMINATION OF ANY OF THOSE PARTNERS THAT
8 ARE SO VITAL TO OUR HEALTHCARE SYSTEM AND TO OUR SAFETY NET.
9 SO I WANT TO COMMEND THEM FOR THE JOB THEY DO, AND I'M VERY
10 PLEASED THAT WE'RE MOVING FORWARD, AND WE HOPE WE CAN MOVE
11 FORWARD TOGETHER. SUPERVISOR ANTONOVICH?

12

13 **SUP. ANTONOVICH:** I KNOW IF I ASK BILL OR DR. CHERNOF, BUT WHY
14 HAD IT TAKEN TWO YEARS TO CREATE A COUNTY-WIDE FUNDING
15 METHODOLOGY? AND WILL THAT METHODOLOGY THAT'S BEING DEVELOPED
16 TODAY TAKE INTO ACCOUNT THE POPULATION INCREASES THAT HAVE
17 OCCURRED DURING THAT TWO-YEAR PERIOD?

18

19 **CHAIRMAN YAROSLAVSKY:** WAS THAT MYTHOLOGY OR METHODOLOGY?
20 BECAUSE BOTH MIGHT APPLY HERE. [LAUGHTER.]

21

22 **SUP. ANTONOVICH:** METHODOLOGY. HI, YOU HEARD THE QUESTION,
23 RIGHT?

24



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1 **DR. BRUCE CHERNOF:** YES, GOOD MORNING SUPERVISORS. FIRST LET ME
2 JUST SAY THAT THE DEPARTMENT AS A WHOLE STRONGLY HEARS YOUR
3 MESSAGE AND IS VERY SUPPORTIVE OF THE PPP'S IN THEIR ROLES.
4 OUR CHALLENGE HAS BEEN, AND TO YOUR QUESTION SUPERVISOR,
5 IMPLEMENTING THE METHODOLOGY BASED ON PREVIOUS BOARD
6 DIRECTION, THERE IS A BOARD-APPROVED ALLOCATION FORMULA,
7 APPROVED BEFORE MY TIME IN THE DEPARTMENT, AND WE HAVE BEEN
8 ENDEAVORING TO IMPLEMENT THAT FORMULA. THAT FORMULA, FRANKLY,
9 RESULTS IN -- IS SUPPOSED TO BE NEED-BASED, DEMOGRAPHICALLY-
10 BASED, AND THAT THAT FORMULA RESULTS IN POTENTIAL CHANGES IN
11 THE DISTRIBUTION, GIVEN THAT THE CURRENT PROGRAM IS
12 ESSENTIALLY FULL, WE'RE USING ALL OF THE VISITS CURRENTLY
13 ALLOCATED. SO THAT IS THE IMPORTANT CHALLENGE WE FACE, BUT WE
14 WELCOME THE OPPORTUNITY TO LOOK AT THAT.

15

16 **SUP. ANTONOVICH:** SO YOU'LL TAKE INTO ACCOUNT THE POPULATION
17 INCREASE?

18

19 **DR. BRUCE CHERNOF:** YES, SUPERVISOR.

20

21 **SUP. ANTONOVICH:** AND THEN WHAT IS THE DEPARTMENT DOING TO
22 ENSURE INPUT FROM OUR PARTNERS?

23

24 **DR. BRUCE CHERNOF:** I'M GOING TO HAVE SHARON GRIGSBY RESPOND TO
25 THAT.



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1

2 **SHARON GRIGSBY:** GOOD MORNING, MY NAME IS SHARON GRIGSBY AND I
3 SERVE AS THE CHIEF NETWORK OFFICER FOR THE DEPARTMENT OF
4 HEALTH SERVICES, AND IN THAT ROLE I'M RESPONSIBLE FOR THE FIVE
5 HOSPITALS AND ALL OF OUR CLINIC FACILITIES, AND ALSO FOR THE
6 OFFICE OF AMBULATORY CARE. I ASSUMED THIS RESPONSIBILITY LAST
7 FALL, AND AS YOU POINTED OUT, THE RFP WENT OUT IN MAY OF 2006,
8 AND SO I'M WORKING FROM RECORDS AND FROM FILES ON THIS. IN
9 TERMS OF INPUT, WE HAVE MET WITH REPRESENTATIVES OF THE CLINIC
10 ASSOCIATION ON TWO OCCASIONS SPECIFIC TO THIS TIMING AND THIS
11 QUESTION, WE HEAR VERY STRONGLY THEIR CONCERNS THAT ANY SHIFT
12 IN FUNDING, SINCE WE HAVE A FIXED DOLLAR POOL, ANY PLACE THAT
13 HAS, AS YOU WERE SUGGESTING, INCREASED POPULATION, THAT WILL
14 EARN MORE MONEY UNDER THE FORMULA, MEANS THAT MONEY HAS TO BE
15 TAKEN FROM SOMEWHERE ELSE. SO WE HAVE UNDER THE FORMULA A SET
16 OF, UNFORTUNATELY, WINNERS AND LOSERS FINANCIALLY, BECAUSE AS
17 DR. CHERNOF SAID, EVERYBODY HAS BEEN SEEING PATIENTS WITH
18 THESE FUNDS, MANY OF THEM LONG-STANDING RELATIONSHIPS WITH
19 CLINICAL PROVIDERS IN THOSE CLINICS. BUT IF WE ARE TO FOLLOW A
20 NEED-BASED FORMULA, THE NEED IS UNMET, TO A GREATER EXTENT, IN
21 SERVICE PLANNING AREAS 6 AND 7 AND 1. AND IF WE ARE TO APPLY
22 THE FORMULA TO THE NEED IN THOSE AREAS IT MEANS TAKING FUNDS
23 FROM SERVICE PLANNING AREAS 4 AND 5.

24



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1 **SUP. ANTONOVICH:** LET ME ASK, WHEN WILL THE PERMANENT POSITIONS
2 BE FILLED FOR THE AMBULATORY CARE AND THE PPP PROGRAM
3 DIRECTOR?

4

5 **SHARON GRIGSBY:** WE ARE ACTIVELY RECRUITING FOR BOTH OF THOSE
6 POSITIONS SUPERVISOR, I HAVE INTERIM APPOINTMENTS IN BOTH, BUT
7 WE NEED TO HAVE A PERMANENT POSITION IN PLACE, AND THAT'S
8 UNDERWAY.

9

10 **SUP. ANTONOVICH:** AND I DON'T KNOW FOR DR. CHERNOF OR MR.
11 FORTNER, COUNTY COUNSEL, BUT WOULD THERE BE A CONFLICT OF
12 INTEREST OR LEGAL ISSUES -- OF LEGAL ISSUES, IF WE CONVENE A
13 FIVE-MEMBER ALLOCATION WORKGROUP COMPRISED OF TWO
14 REPRESENTATIVES FROM THE COMMUNITY CLINIC ASSOCIATION AND
15 THREE FROM THE COUNTY?

16

17 **ATTY. MOUTRIE:** MR. CHAIRMAN, MEMBERS OF THE BOARD, WE HAVE
18 LOOKED AT THE CONFLICT QUESTION, AND WE BELIEVE IT'S ADDRESSED
19 IN THE MOTION THAT'S BEEN PRESENTED BY SUPERVISOR MOLINA AND
20 YAROSLAVSKY. THE CONFLICT OF INTEREST QUESTION WOULD ARISE IF
21 THE MEMBERS OF THIS WORKING GROUP WERE IN FACT POTENTIAL
22 CONTRACTING PARTIES, BUT IF THEY ARE NOT, THEN THAT WOULD
23 ALLEVIATE THE CONFLICT ISSUE. MEMBERS OF THE ASSOCIATION.
24 OTHER MEMBERS OF THE ASSOCIATION.

25



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1 **SUP. ANTONOVICH:** SO, MEMBERS FROM THEIR ASSOCIATION WHO
2 REPRESENTED ALL OF THEM, IT WOULD NOT BE A CONFLICT?

3

4 **ATTY. MOUTRIE:** THAT IS CORRECT.

5

6 **SUP. ANTONOVICH:** THANK YOU.

7

8 **CHAIRMAN YAROSLAVSKY:** LET ME JUST REACT TO WHAT MISSGRIGSBY
9 SAID, AND IT DOES CAUSE MY BLOOD PRESSURE TO GO UP. THE ANSWER
10 TO THE FORMULA PROBLEM, OR THE TO THE NEED-BASED PROBLEM, IS
11 NOT ONLY TO TAKE FROM ONE AREA AND MOVE IT TO ANOTHER. IT'S
12 NOT ONLY A -- THIS DOES NOT HAVE TO BE A ZERO SUM GAME. AND
13 THAT'S WHAT I WAS ALLUDING TO WHEN I SAID "DON'T PUNISH THE
14 AREAS OF THE COUNTY WHERE THE PPP-- THE EARLY PPP'S, PRIVATE
15 PARTNERS, SIGNED UP, HAVE BEEN AT IT NOW FOR 12 OR 13 YEARS,
16 HAVE LEARNED HOW TO PENETRATE THE COMMUNITIES THEY SERVE, AND
17 RELATIVELY -- AND THEY'RE ALL FULL, THEY'RE LINED UP AT THE
18 CLINICS IN MY DISTRICT, WHICH IS NOT ONE OF THE NEEDIEST
19 DISTRICTS, BUT THEY'RE LINED UP. YOU GO OUTSIDE VENICE FAMILY
20 CLINIC OR L.A. FREE, OR PRAECTOR DELBARRIO [PH?] IN THE SAN
21 FERNANDO VALLEY, OR NORTHEAST VALLEY HEALTH CORPORATION, AND
22 THEY ARE LINED UP, MORE PEOPLE ARE LINED UP THERE THAN THEY'RE
23 LINED UP AT PINK'S HOT DOG STAND, AND THAT'S A LONG LINE, TO
24 GET HEALTHCARE SERVICES. SO LET'S GET IT OUT ON THE TABLE. IF
25 YOU BELIEVE THAT THERE IS NEED -- THERE ARE NEEDS THAT ARE NOT



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1 BEING MET ELSEWHERE, AND I'M SURE THAT'S THE CASE, THEN LET'S
2 FIND THE RESOURCES TO GROW THE SERVICES IN THOSE AREAS WITHOUT
3 TAKING IT FROM ANOTHER AREA OF THE COUNTY WHERE THE NEED IS
4 THERE, IT MAY NOT BE AS NEEDY AS HERE, BUT THE NEED IS THERE,
5 AS EVIDENCED BY THE LONG LINES, AND LET'S DO BOTH. AND MY
6 SUGGESTION IS THAT YOU LOOK WITHIN YOUR OWN DEPARTMENT TO THE
7 WAY YOU'RE MANAGING THAT DEPARTMENT TODAY, AND WHERE YOU CAN
8 FIND SOME SAVINGS. AND I WON'T GET INTO IT TODAY, BUT THE LAST
9 FOUR WEEKS CONSECUTIVELY WE HAVE BEEN ADDRESSING ONE ISSUE
10 WHERE WE THINK, SOME OF US THINK, THAT THERE MIGHT BE MORE
11 MONEY BEING SPENT THAN NEEDS TO BE SPENT. AND I'M SURE THERE
12 ARE OTHERS IN EVERY PART OF THE COUNTY. AND IT'S JUST NOT
13 RIGHT, AND THAT'S WHAT'S GOTTEN EVERYBODY UP IN ARMS, THAT'S
14 WHAT'S GOTTEN ME ALL UP IN ARMS, IS THE NOTION THAT THE ONLY
15 WAY YOU CAN MEET THE NEED IN SOME OTHER PART OF THE COUNTY IS
16 TO TAKE FROM ANOTHER PART OF THE COUNTY. THAT'S NARROW
17 THINKING. AND I UNDERSTAND YOU DON'T HAVE THE AUTHORITY TO SAY
18 LL MOVE, BUT, BRUCE, IN CONJUNCTION WITH US AND WITH THE
19 C.E.O. CAN COME TO US AND SAY "YOU KNOW, HERE'S THE SITUATION.
20 THERE'S A NEED IN SPOT X, IT WOULD COST US Z DOLLARS TO DO
21 THIS RIGHT WITHOUT TOUCHING ANYTHING ELSE AND CONTINUE TO
22 PROVIDE A LEVEL SUCH THAT YOU GROW THE PROGRAM." AND I'M NOT
23 AN EXPERT ON THE FINANCING OF THE HEALTH SYSTEM AND THERE MAY
24 BE 100 OTHER WAYS TO ADDRESS THIS, BUT THE ONE WAY THAT I
25 WON'T STAND FOR IS THE NOTION THAT YOU'RE GOING TO DIMINISH



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1 AMBULATORY CARE IN ANY PART OF THE COUNTY, NOT JUST IN MY
2 PART, BUT IN SUPERVISOR MOLINA'S PART, OR IN THE THIRD, IN THE
3 FOURTH OR FIFTH OR SECOND DISTRICT. AND OBVIOUSLY THERE ARE
4 NEEDS THAT NEED TO BE FILLED AND HOLES THAT NEED TO BE
5 ADDRESSED, LET'S ADDRESS THEM. BUT, MAN, YEAH, WE SPENT A
6 FORTUNE, AND THE UNITED STATES GOVERNMENT SPENT A FORTUNE, IN
7 FUNDING OUR HEALTH SYSTEM IN PART BECAUSE WE PROMISED TO GROW
8 THE AMBULATORY CARE SYSTEM, IN THE HOPES THAT IT WOULD
9 DIMINISH THE NEED FOR OUR HOSPITAL -- FOR HOSPITAL BEDS, IT
10 WOULD MAKE IT A HEALTHIER COUNTY. NOW, WE HAVE GROWN THE
11 AMBULATORY SYSTEM, WHETHER WE'VE MADE IT A HEALTHIER COUNTY IS
12 DEBATABLE, BUT WE HAVE GROWN THE AMBULATORY SYSTEM, AND MORE
13 PEOPLE ARE USING IT THAN WERE USING IT EVER BEFORE, I ASSUME
14 THAT'S THE CASE. IS IT THE CASE?

15

16 **DR. BRUCE CHERNOF:** YES.

17

18 **CHAIRMAN YAROSLAVSKY:** OKAY, AND THAT'S A GOOD THING, FROM A
19 MEDICAL POINT OF VIEW, THAT'S A GOOD THING. SO I REALLY -- ONE
20 OF THE THINGS THAT I KNOW I'M INTERESTED IN SEEING IN THE
21 MONTHS AHEAD AS YOU GO THROUGH THIS, IS TO FIND OUT WHAT THE
22 NEED IS, WHAT THE FORMULA IS GENERATING, WE'VE BEEN TRYING TO
23 UNDERSTAND IT AND GET THE INFORMATION, WE HAVE NOT GOTTEN IT,
24 ASKING FOR SEVERAL WEEKS NOW, BUT THAT'S FINE. LET'S FIND OUT
25 WHAT THE HOLES ARE, HOW MUCH DOES THAT REPRESENT IN DOLLAR



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1 TERMS, AND THEN LET'S SEE WHAT WE CAN DO ABOUT IT BEFORE WE
2 HAVE TO ASSUME THAT EVERY SINGLE PENNY THAT HAS TO BE INVESTED
3 IN AN AREA THAT IS UNDERSERVED HAS TO COME FROM AN AREA THAT
4 HAS BEEN SERVED FOR THE LAST 13 YEARS IN A BETTER WAY. IT'S
5 NOBODY'S FAULT, IT'S JUST THE INFRASTRUCTURE WAS THERE IN
6 CERTAIN PARTS OF THE COUNTY, IN CERTAIN PARTS OF EACH SPA,
7 THERE WERE CERTAIN AGENCIES THAT THERE READY TO STEP UP, AND
8 OTHER AREAS DIDN'T HAVE THE CAPACITY. AND PART OF WHAT WE
9 SHOULD BE DOING IS GROWING CAPACITY, NO QUESTION ABOUT IT, WE
10 DO IT IN EVERY OTHER WALK OF HUMAN SERVICE DELIVERY, WE OUGHT
11 TO ENCOURAGE THE -- INVEST IN CAPACITY GROWTH. BUT INVESTING
12 IN CAPACITY GROWTH, YOU DON'T BUILD A SECOND TOWER AT A REAL
13 ESTATE PROJECT BY TEARING DOWN THE FIRST TOWER AND THEN CLAIM
14 YOU'VE DONE A GREAT JOB BECAUSE YOU BUILT A SECOND TOWER, YOU
15 BUILD UPON IT, NOT INSTEAD OF IT. AND THAT'S WHAT I'M ASKING
16 YOU TO, ALL OF YOU, TO LOOK AT IN THE MONTHS AHEAD. AND
17 EVERYBODY SHOULD BE SERVED AS BEST AS WE CAN, BUT NOBODY
18 SHOULD BE DIMINISHED, AND I THINK THAT WOULD BE, FROM A HEALTH
19 POINT OF VIEW, THAT WOULD BE A FOLLY, AND YOU CAN IMAGINE HOW
20 PEOPLE ARE REACTING TO IT. BILL?

21

22 **C.E.O. FUJIOKA:** YEAH, I WANTED, BASICALLY I WAS GOING TO ECHO
23 WHAT YOU JUST PRESENTED AND HOPEFULLY I WAS GOING TO TRY AND
24 PRESENT IT FIRST, IS THAT WE WILL INITIATE THAT EFFORT. I'VE
25 TALKED TO EACH BOARD OFFICE, I HEARD THE CONCERNS, I HEARD THE



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1 DESIRE TO MAINTAIN THE SYSTEM NOW AND LOOK TO SEE HOW WE CAN
2 GROW IT. AND SO THE NEXT FEW MONTHS WE'LL BE LOOKING AT
3 DIFFERENT OPTIONS. WE'LL DO THAT.

4

5 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT, THAT'S -- WE HAVE A NUMBER OF
6 PEOPLE WHO WANT WANT TO BE HEARD, SO I THINK MAYBE IF YOU WANT
7 TO SIT HERE OR STEP ASIDE, EITHER WAY, I DON'T THINK THEY'RE
8 GOING TO ASK YOU ANY QUESTIONS. IS EVERYBODY ELSE READY TO
9 HEAR FROM THE PUBLIC? OKAY. TWO MINUTES EACH. I'M GOING TO
10 CALL FOUR PEOPLE AT A TIME. THERESE HUGHES, JIM MANGIA, OR
11 MANGIA, GLORIA RODRIGUEZ, AND CAROL, I SORRY, CARL COAN. AND
12 THEN I HAVE TWO OTHERS, ALICIA MARDINI AND ABBE LAND, YOU'LL
13 FOLLOW AS SOON AS THE FIRST TWO SPEAK, YOU GUYS CAN COME UP
14 AND TAKE THEIR PLACE. MISS HUGHES? YOU'RE ON FIRST.

15

16 **THERESE HUGHES:** YES, THERESE HUGHES, VENICE FAMILY CLINIC.
17 COULD GLORIA RODRIGUEZ, OUR C.E.O., SPEAK FIRST?

18

19 **CHAIRMAN YAROSLAVSKY:** OF COURSE.

20

21 **THERESE HUGHES:** THANK YOU,

22

23 **GLORIA RODRIGUEZ:** THANK YOU SUPERVISORS. I WANT TO EXPRESS OUR
24 THANKS, GRATITUDE, FOR ALL OF THE THINGS THAT YOU HAVE SAID
25 TODAY AND ALL OF THE SUPPORT THAT YOU CONTINUE TO GIVE THIS



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1 PARTNERSHIP. WE TRULY BELIEVE AND ARE COMMITTED TO THIS
2 PARTNERSHIP, WE SEE IT AS A PARTNERSHIP NOT JUST WITH THE
3 DEPARTMENT OF HEALTH SERVICES, BUT A PARTNERSHIP WITH THE
4 ENTIRE COUNTY. WE ARE HERE TO CONTINUE TO WORK WITH YOU TO
5 PROVIDE THE SERVICES THAT ARE NEEDED BY THE POPULATION OF THIS
6 COUNTY. ALL OF THE COMMENTS THAT YOU MADE ARE COMMENTS WE
7 OURSELVES WOULD MAKE. OUR CONCERN ABOUT THE AMENDMENT THAT THE
8 DEPARTMENT PUT FORWARD IN TERMS OF EXTENDING THESE PPP
9 CONTRACTS ONLY THROUGH MARCH PRESENTED EXTREME DIFFICULTY TO
10 THE EXISTING CONTRACTORS. AS YOU HEARD, OUR CONCERNS WERE THE
11 CONCERNS THAT WERE VOICED TODAY. YOU CANNOT JUST MOVE PATIENTS
12 AROUND AND EXPECT THEM TO FOLLOW FUNDING OR ABIDE BY SPA
13 LINES. THOSE DON'T MEAN ANYTHING TO PEOPLE, PEOPLE CHOOSE TO
14 GET SERVICES FOR MANY DIFFERENT REASONS, IT MAY BE CLOSE TO
15 WHERE THEY LIVE, BUT IT MAY BE CLOSE TO WHERE THEY WORK, WHERE
16 THEIR CHILDREN GO TO SCHOOL, A LOT OF REASONS. AND WE HAVE
17 BEEN SEEING PATIENTS THROUGH THIS PROGRAM FOR NOW 12 YEARS. WE
18 HAVE ESTABLISHED PATIENTS, PROVIDING SERVICES TO WHOLE
19 GENERATIONS OF FAMILIES NOW. THEY GET EXCELLENT QUALITY CARE,
20 AS YOU HAVE POINTED OUT, TO DISTURB THAT IN ANY WAY OR BE
21 FORCED TO REDUCE THOSE SERVICES CREATE AN EXTREME DIFFICULTY.
22 WE BROUGHT FORWARD OUR REQUEST FOR THE EXTENSION PRIMARILY
23 BECAUSE WE WERE WORRIED ABOUT THE INSTABILITY THAT WOULD
24 CREATE IN THE SAFETY NET SYSTEM, WHICH IS WHAT YOU RECOGNIZED,
25 SO, AND MY TIME IS THERE.



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1

2 **CHAIRMAN YAROSLAVSKY:** THANK YOU. MISS HUGHES, DO YOU WANT TO
3 GO?

4

5 **THERESE HUGHES:** GOOD MORNING, BOARD OF SUPERVISORS. THERESE
6 HUGHES FROM THE VENICE FAMILY CLINIC ON BEHALF OF LIZ FOUR.
7 FIRST I'D LIKE TO THANK YOU, SUPERVISOR YAROSLAVSKY, FOR YOUR
8 COMMENTS, AND SUPERVISOR MOLINA FOR YOUR COMMENTS IN YOUR
9 MOTION, AS WELL AS SUPERVISOR BURKE AND SUPERVISOR ANTONOVICH.
10 LIZ HAS ASKED THAT I LET YOU KNOW THAT WE ARE SPEAKING IN
11 FAVOR OF THE EXTENSION OF THE CONTRACT TO THE 30TH OF JUNE,
12 2008 AND THE CREATION OF A WORKGROUP TO WORK WITH THE COUNTY
13 FOR WORKING OUT A FORMULA FOR US IN A PUBLIC-PRIVATE
14 PARTNERSHIP. I WOULD LIKE TO RAISE ONE QUESTION, AND THAT IS
15 THAT IS IT POSSIBLE THAT THE SECOND PERSON FROM THE COMMUNITY
16 CLINIC ASSOCIATION BE -- IF WE COULD HIRE A CONSULTANT WHO
17 MIGHT BE ABLE TO -- WHO MIGHT HAVE A HISTORY WITH THE
18 ORGANIZATION BUT IS NOT AFFILIATED WITH ANY OF THE CLINICS?
19 NOW WOULD THAT BE AN APPROPRIATE PARTICIPANT ON THE COMMITTEE?
20

21 **CHAIRMAN YAROSLAVSKY:** YEAH, I THINK THAT WOULD BE FINE. IT'S A
22 LEGAL QUESTION. BUT AS LONG AS HE DOESN'T REPRESENT ANY AGENCY
23 THAT IS GOING TO BE A BIDDER OR HAS A CONTRACT, AND YOU JUST
24 HAVE TO FOLLOW THE GUIDELINES, COMMON SENSE, AND. BUT YEAH, I
25 MEAN WE'LL WORK WITH -- I THINK SUPERVISOR MOLINA AGREES WITH



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1 THAT, YEAH, WE'LL WORK WITH YOU TO, IF THAT'S WHAT YOU WOULD
2 LIKE TO DO WITH YOUR SLOTS ON THIS COMMITTEE, THAT'S FINE WITH
3 US.

4

5 **THERESE HUGHES:** OKAY, I'M JUST RAISING IT TODAY FOR THE FIRST
6 TIME. LIZ JUST ASKED THAT. OKAY.

7

8 **CHAIRMAN YAROSLAVSKY:** YEAH, I DON'T THINK YOU WOULD BE
9 PRECLUDED FROM DOING THAT, AS LONG AS YOU FOLLOW THOSE
10 GUIDELINES.

11

12 **THERESE HUGHES:** YES, OKAY. THANK YOU SO MUCH.

13

14 **CHAIRMAN YAROSLAVSKY:** OKAY. THANK YOU. LET ME ASK ALICIA
15 MARDINI AND ABBE LAND TO COME FORWARD, AND THOSE WHO HAVE
16 SPOKEN CAN RELINQUISH THEIR SEATS, AND THEN JIM MANGIA.

17

18 **JIM MANGIA:** THANK YOU. I WANT TO THANK THE SUPERVISORS FOR
19 YOUR SUPPORT AND RECOGNITION, AND I WANT TO ESPECIALLY THANK
20 YOUR HEALTH DEPUTIES, WHO JUST ARE AMAZING PEOPLE TO WORK WITH
21 AND DO AN AMAZING JOB AT INSURING THAT HEALTH SERVICES ARE
22 PROVIDED ON THE GROUND. SO I WANT TO ACKNOWLEDGE THEM. I
23 TOTALLY SUPPORT WHAT YOU'RE SAYING, SUPERVISOR YAROSLAVSKY,
24 AROUND NOT DIMINISHING SUPPORT IN PARTICULAR AREAS. WE'RE IN
25 SPA 6, ST. JOHN'S IS IN SPA 6 AND SPA 4, SUPERVISOR MOLINA AND



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1 SUPERVISOR BURKE'S DISTRICT, AND WE'RE SEEING BETWEEN 75 AND
2 150 PERCENT INCREASE IN PATIENT NUMBERS AT OUR CLINICS
3 SURROUNDING KING HOSPITAL SINCE THE CLOSURE. BUT NOT ONLY THE
4 SPA 6 CLINICS ARE SEEING THAT TREMENDOUS INCREASE, WE'RE ALSO
5 SEEING THAT AS FAR AWAY AS SANTA MONICA, L.A. FREE, BECAUSE
6 PATIENTS WORK IN THOSE AREAS AND SEE THE CLINICS IN THOSE
7 AREAS, SO IT'S REALLY CRITICAL THAT THE WHOLE SAFETY NET IS
8 PRESERVED. WE HAVE AN INCREASING SYSTEM OF CARE COORDINATION
9 WHERE WE'RE EXCHANGING INFORMATION ABOUT PATIENTS WHEN
10 APPROPRIATE SO THAT THE CONTINUITY OF CARE AND THE WHOLE
11 MEDICAL HOME CONCEPT CONTINUES TO GROW AND IS COORDINATED. AND
12 WE ALL KNOW THAT THERE ARE NO SHORTAGE OF PATIENTS IN NEED IN
13 THIS COUNTY, HEALTH INSURANCE IS A NATIONAL ISSUE, AND THE
14 LACK OF IT. AND SO I REALLY WANT TO THANK YOU ALL,
15 PARTICULARLY YOUR HEALTH DEPUTIES, FOR YOUR SUPPORT AND TO LET
16 YOU KNOW THAT WE'RE ABSORBING THE THRUST OF THE CLOSURE OF
17 KING HOSPITAL, WITH THE ZIP CODES SURROUNDING THE HOSPITAL,
18 AND WE'RE SEEING ANYWHERE BETWEEN 75 AND 150 PERCENT INCREASES
19 IN THOSE PATIENT VISITS FROM THOSE ZIP CODES. THANK YOU VERY
20 MUCH.

21
22 **CHAIRMAN YAROSLAVSKY:** CARL COAN?

23
24 **CARL COAN:** YES, GOOD MORNING. I'M CARL COAN, I SPEAKING TO
25 YOU BOTH AS THE PRESIDENT OF THE CLINIC ASSOCIATION AND AS A



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1 CEO OF THE EISNER PEDIATRIC AND FAMILY MEDICAL CENTER. I WANT
2 TO, I GUESS, ADD TO WHAT JIM SAID. THANK YOU VERY MUCH FOR
3 YOUR SUPPORT OF US, THANK YOU TO YOUR HEALTH DEPUTIES, THEY
4 ARE INCREDIBLE PEOPLE TO WORK WITH, AND THIS HAS BEEN A REALLY
5 GREAT PROCESS. A COUPLE THINGS. FIRST OF ALL, ON BEHALF OF THE
6 CLINIC ASSOCIATION, THANK YOU FOR GIVING US THE OPPORTUNITY TO
7 HAVE TWO PEOPLE ON THE WORKGROUP, I THINK WE WILL MAKE THOSE
8 CHOICES, AND THANK YOU VERY, VERY MUCH FOR THAT OPPORTUNITY.
9 AND THE SECOND THING I WANT TO SAY IS MANY OF OUR MEMBERS
10 WOULD WHEN -- ARE IN NEED OF FUNDING AND ARE NOT CURRENTLY PPP
11 PROVIDERS. AND ONE OF THE ISSUES THAT I THINK WE WANT TO BE
12 VERY CLEAR ABOUT, WHILE WE ARE TALKING ABOUT STABILIZING AND
13 MAINTAINING THE SYSTEM, WE REALLY WANT TO SEE, AND WE SUPPORT
14 AND APPLAUD YOU FOR RECOMMENDING INCREASING DOLLARS TO THE PPP
15 PROGRAM, BECAUSE IN FACT THE NUMBERS OF PEOPLE IN NEED HAVE
16 INCREASED, AND WE DO HAVE PROVIDERS WHO ARE WAITING, THEY
17 SUBMITTED PROPOSALS THROUGH THE PPP PROCESS, THROUGH THE RFP
18 PROCESS, AND THEY DESERVE A SHOT AT BEING A PROVIDER IN THIS
19 SAFETY NETWORK THAT WE HAVE BUILT TOGETHER AS A PARTNERSHIP.
20 AND WE SEE THE VALUE OF THAT IF WE CAN GET NEW DOLLARS TO THEM
21 AND WE AGREE WITH YOU, WE DO NEED TO PUT NEW DOLLARS THERE,
22 THAT'S ABSOLUTELY IMPORTANT. AND THE LAST POINT I WANT TO
23 MAKE, WHICH YOU REALLY TALKED ABOUT, AND I WANT TO
24 REEMPHASIZE, IS THIS IDEA ABOUT SPAS. SPAS ARE GREAT PLANNING
25 TOOLS, BUT AS SUPERVISOR BURKE KNOWS, AND MY CLINIC IS IN



**The Meeting Transcript of
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1 SUPERVISOR MOLINA'S DISTRICT, 65 PERCENT OF MY PATIENTS COME
2 FROM SPA 6 BECAUSE THEY DON'T KNOW WHETHER IT'S ADAMS OR
3 WASHINGTON IS A DIVIDING LINE, THEY JUST KNOW THAT THEY CAN
4 GET GOOD QUALITY CARE AT OUR CLINIC, AND IT'S THE ONLY PLACE
5 WHERE THEY CAN GO BECAUSE THAT'S THE SITUATION. AND JUST
6 MOVING MONEY INTO A DIFFERENT SPA IS NOT GOING TO RECTIFY
7 THAT. THANK YOU.

8

9 **CHAIRMAN YAROSLAVSKY:** THANK YOU, CARL. ALICIA MARDINI?

10

11 **ALICIA MARDINI:** GOOD MORNING. FIRST OF ALL I WOULD LIKE TO
12 THANK YOU FOR WORKING WITH US BUT ALSO FOR YOUR WISDOM. I
13 THINK IT'S VERY IMPORTANT TO ALL OF THE PPP'S WHO HAVE BEEN
14 WORKING FOR OVER 10 YEARS WITH THE DEPARTMENT OF HEALTH
15 SERVICES TO SEE THAT REALLY THERE ARE PEOPLE WHO UNDERSTAND
16 THE BUSINESS OF HEALTHCARE AND WHAT IT WILL MEAN TO THE
17 POPULATION TO JUST MAKE CHANGES. I REPRESENT THE EAST VALLEY
18 COMMUNITY HEALTH CENTER, AND WE HAVE BEEN A PPP PROVIDER SINCE
19 THE INCEPTION OF THE PARTNERSHIP IN 1995. THROUGH OUR CLINICS
20 IN WEST COVINA AND POMONA WE PROVIDE OVER 28,000 MEDICAL
21 VISITS TO 9,000 PPP-ELIGIBLE PATIENTS EVERY YEAR. IN LATE
22 2005, WE IMPLEMENTED A NEW DENTAL SERVICES PROGRAM ALONG WITH
23 A REQUEST FOR PROPOSALS, WE SUBMITTED AN APPLICATION TO FUND
24 THESE DENTAL SERVICES. OUR APPLICATION WAS APPROVED FOR
25 FUNDING AND IS WAITING UNTIL THE NEW CONTRACTS ARE



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1 IMPLEMENTED. ALTHOUGH WE CONTINUE TO PROVIDE COSTLY DENTAL
2 SERVICES WITHOUT ANY FUNDING, AND THIS REPRESENTS A HARDSHIP
3 FOR EAST VALLEY COMMUNITY HEALTH CENTER, TODAY I'M HERE TO
4 SUPPORT THE AMENDMENT BEING INTRODUCED BY SUPERVISORS MOLINA
5 AND SUPERVISOR YAROSLAVSKY TO EXTEND THE CURRENT PPP CONTRACT.
6 I ALSO, ALONG WITH ALL OF THE OTHER PPP'S, PPP CONTRACTORS,
7 AND OTHER CLINICS WHO MAY NOT HAVE A PPP CONTRACT, AND I HAVE
8 TALKED TO THEM AND THEY AGREE THAT THIS IS THE WISE THING TO
9 DO, YES. WE UNDERSTAND THAT THERE NEEDS TO BE A WORKGROUP THAT
10 NEEDS TO RESOLVE THE FORMULA ISSUE. ALTHOUGH WITH ALL DUE
11 RESPECT TO THE DEPARTMENT, WE DON'T BELIEVE THERE IS AN ISSUE
12 WITH THE FORMULA, IT JUST NEEDS TO BE UPDATED. THE EXTENSION
13 WILL AVOID CREATING PATIENT CARE DISRUPTION OF FINANCIAL
14 INSTABILITY FOR OUR CLINICS. WE BELIEVE THAT HAVING AN
15 EQUITABLE FORMULA THAT IS AGREED UPON BY ALL INVOLVED WILL
16 STRENGTHEN THE PUBLIC-PRIVATE PARTNERSHIPS AS WELL AS THE
17 HEALTHCARE DELIVERY SYSTEM IN LOS ANGELES COUNTY. THANK YOU.

18

19 **CHAIRMAN YAROSLAVSKY:** THANK YOU. ABBE LAND.

20

21 **ABBE LAND:** THANK YOU, ABBE LAND, CO-C OF THE LOS ANGELES FREE
22 CLINIC. I JUST WANT TO ECHO WHAT SO MANY HAVE SAID. THANK YOU,
23 OUR SUPERVISORS, FOR YOUR LEADERSHIP AND COMMITMENT TO THE
24 PUBLIC-PRIVATE PARTNERSHIP, WE REALLY APPRECIATE IT, AND
25 SUPERVISORS YAROSLAVSKY AND MOLINA, THANK YOU FOR BRINGING



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1 THIS MOTION AND FOR ALL OF YOUR COLLEAGUES INDICATING SUPPORT.
2 YOU KNOW, I THINK REALLY WHAT HAS BEEN SAID, I JUST WILL ECHO
3 A COUPLE OF THINGS. AND THE MAIN THING IS THAT OVER THESE LAST
4 10 YEARS, THROUGH THE PARTNERSHIP THAT THE CLINICS HAVE HAD
5 WITH THE COUNTY, WE HAVE ESTABLISHED A VERY GOOD SAFETY NET, A
6 FRAGILE BUT GOOD SAFETY NET. AND IT IS SO IMPORTANT THAT WE
7 MAINTAIN WHAT THERE AND BUILD ON IT. AND CLEARLY THIS PROCESS
8 THAT YOU'RE PROPOSING WILL ALLOW US TO SIT DOWN AS A GROUP AND
9 LOOK AT HOW DO WE MAINTAIN WHAT WE HAVE AND EXPAND WHERE NEED
10 IS, BECAUSE THAT IS CRITICAL. AND I'M GLAD TO SEE THAT WE'RE
11 ALL WILLING TO LOOK AT FINDING THE RESOURCES TO MAKE SURE THAT
12 WE'RE MEETING THE NEEDS, AT THE END OF THE DAY PROVIDING
13 SERVICES, AND THIS FORMULA HAS TO BE ABOUT MEETING THE NEEDS
14 OF PEOPLE. AND AS WE'VE SAID BEFORE, AT OUR CLINIC, WE MIGHT
15 BE IN SPA 4, BUT WE SEE PEOPLE FROM EVERY SINGLE SPA AREA, AND
16 FOR DIFFERENT REASONS, PEOPLE COME TO US. AND SO AS WE LOOK
17 FOR THIS FORMULA, IT WON'T BE EXACTLY BLACK AND WHITE, BUT IF
18 WE ALWAYS REMEMBER THAT WE'RE TRYING TO MEET THE NEEDS OF
19 PEOPLE, I KNOW THAT WE'LL COME UP WITH THE BEST FORMULA.
20 AGAIN, I JUST TRULY WANT TO SAY, WE VIEW THIS AS A
21 PARTNERSHIP. THE PARTNERSHIP WITH THE DEPARTMENT IS CRITICAL,
22 WE WOULDN'T HAVE COME THIS FAR IF WE WEREN'T PARTNERS BECAUSE
23 THERE'S GIVE AND TAKE IN EVERY PARTNERSHIP AND OFTEN WE ARE
24 ADVOCATING TOGETHER. SO I THANK YOU FOR YOUR PARTNERSHIP, WE
25 LOOK FORWARD TO WORKING WITH THE DEPARTMENT, AND WE LOOK



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1 FORWARD TO JUST CONTINUING TO SHORE UP OUR SAFETY NET. THANK
2 YOU AGAIN FOR OUR LEADERSHIP AND THANK YOU ALSO FOR YOUR
3 HEALTH DEPUTIES, THEY HAVE, BLESS YOU, SUCH A GREAT
4 UNDERSTANDING AND WILLINGNESS TO TAKE THE TIME TO UNDERSTAND
5 OUR ISSUES. THANK YOU VERY MUCH.

6

7 **CHAIRMAN YAROSLAVSKY:** THANKS, ABBE. I BELIEVE THAT ABBE, THE
8 FREE CLINIC TOOK OVER OFFICIALLY YESTERDAY, THE SECOND FLOOR
9 OF THE HOLLYWOOD WORSHIP CLINIC?

10

11 **ABBE LAND:** THANK YOU, YES, YOU ALL WERE KIND ENOUGH TO APPROVE
12 OVER A YEAR AGO, A 40-YEAR LEASE FOR US, AND YESTERDAY WE DID
13 THE SOFT OPENING OF OUR NEW WALLACE ANABROKE [PH?] CHILDREN
14 AND FAMILY HEALTH CENTER, WE HAVE SIX EXAM ROOMS, FOUR DENTAL
15 CHAIRS, ROOMS FOR MENTAL HEALTH SERVICES, AND YESTERDAY WE
16 SERVED ALMOST 20 FAMILIES FOR THE FIRST DAY OF SERVICES. SO
17 WE'LL SEND YOU AN INVITATION WHEN WE'RE READY TO DO THE BIG
18 OPENING. BUT THANK YOU SO VERY MUCH, EXPANDED, YES.

19

20 **CHAIRMAN YAROSLAVSKY:** YEP, I'M GLAD THAT YOU GAVE US THAT
21 COMMERCIAL, BUT MY POINT IN DOING THAT WAS -- NO, IT'S GOOD,
22 ALWAYS THINKING, ABBE. [LAUGHTER.] BUT THIS IS ALSO THE NATURE
23 OF OUR PARTNERSHIP, L.A. FREE HAS TAKEN OVER THE LION'S SHARE
24 OF THE HOLLYWOOD WORSHIP CLINIC, A VENICE FAMILY TOOK OVER THE
25 OPERATION OF WHAT WAS THE BURKE CENTER, IS NOW THE SIMMS



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1 CENTER. YVONNE WAS BOTH THE FIRST -- THE FIRST CONGRESSWOMAN
2 TO HAVE A BABY WHILE IN CONGRESS AND SHE WAS THE FIRST
3 POLITICIAN TO EVER REMOVE HER NAME FROM A BUILDING.
4 [LAUGHTER.] IN THE INTEREST OF --

5

6 **SUP. BURKE:** IT WAS A GOOD CAUSE.

7

8 **CHAIRMAN YAROSLAVSKY:** IT WAS A GOOD CAUSE TO RAISE SOME MONEY
9 FOR THE CLINIC. AND THESE TWO CLINICS, THESE PRIVATE NONPROFIT
10 CLINICS, HAVE COME TO OPERATE OUR CLINICS. SO TO THE EXTENT
11 THAT THAT IS DIMINISHED, WE'RE REALLY SHOOTING OURSELVES IN
12 THE FOOT IN A WAY. SO IT'S -- AND THERE ARE OTHER MODELS
13 AROUND THE COUNTY FOR THAT. SO I THANK YOU FOR THAT AND JUST
14 WANTED TO ILLUSTRATE THAT PARTNERSHIP. THANK YOU ALL FOR BEING
15 HERE. WE HAVE THE MOTION BEFORE US AS AMENDED WITH SUPERVISOR
16 MOLINA'S CLARIFYING MODIFICATION.

17

18 **SUP. MOLINA:** AND WE HAVE TO MAKE SURE THAT WE'RE APPROVING THE
19 EXTENSION ON THE PPP FOR THE DIABETES PILOT, THAT'S GOING ON
20 FOR THE TWO MONTHS AND SUPPORT THE NET COUNTY COST OF THE
21 15,000 FOR THE EVALUATION AND OUTCOMES, PLUS THE MOTION THAT
22 WE READ WITH THE REVISION. SO IT'S, YOU UNDERSTAND THAT?

23

24 **CHAIRMAN YAROSLAVSKY:** AND YOUR MOTION EXTENDS IT TO, THE
25 CONTRACTS TILL JUNE 30TH, IS THAT CORRECT?



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1

2 **SUP. MOLINA:** THAT'S CORRECT.

3

4 **CHAIRMAN YAROSLAVSKY:** AND ESTABLISHES THE COMMITTEE. ALL RIGHT
5 EVERYBODY UNDERSTAND THAT? MOVED BY MOLINA, I'LL SECOND IT.
6 WITHOUT OBJECTION, UNANIMOUS VOTE. THANK YOU ALL VERY MUCH FOR
7 BEING HERE. [APPLAUSE.] OKAY, SUPERVISOR BURKE? DO YOU WANT TO
8 TAKE UP ITEM 10 TO GIVE MR. REMIGE A CHANCE TO BE HEARD?

9

10 **SUP. BURKE:** SURE, YEAH, I TAKE, I CALL UP 10.

11

12 **CHAIRMAN YAROSLAVSKY:** WE'LL TAKE UP 10, STEVE, COME ON DOWN.

13

14 **SUP. BURKE:** I THINK THAT SUPERVISOR MOLINA UP.

15

16 **SUP. MOLINA:** I KNOW BUT IF YOU NEED TO HAVE AN URGENCY, I WAS
17 GOING TO DO THE COCO ONE NEXT.

18

19 **CHAIRMAN YAROSLAVSKY:** JUST LET -- AND REMIGE JUST WANTS TO
20 SPEAK AND THEN WE'LL LET HIM GO.

21

22 **SUP. MOLINA:** YEAH, THAT'S FINE, NO PROBLEM.

23

24 **SUP. BURKE:** OKAY, WELL I'LL CALL UP --

25



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1 **CHAIRMAN YAROSLAVSKY:** COME ON UP STEVE.

2

3 **SUP. MOLINA:** AND FOR ANYONE WHO'S WAITING --

4

5 **SUP. BURKE:** AND THEN GO BACK TO--

6

7 **CHAIRMAN YAROSLAVSKY:** AND THEN WE'LL GO BACK TO NORMAL.

8

9 **SUP. BURKE:** RIGHT.

10

11 **CHAIRMAN YAROSLAVSKY:** GOOD MORNING.

12

13 **STEVEN REMIGE:** MORNING, MR. CHAIRMAN, MEMBERS OF THE BOARD,
14 THANK YOU VERY MUCH FOR ALLOWING ME THE CHANCE TO SPEAK TO
15 THIS MATTER. I AM STEVE REMIGE, PRESIDENT OF THE ASSOCIATION
16 FOR THE LOS ANGELES DEPUTY SHERIFFS, REPRESENTING THE
17 COLLECTIVE BARGAINING INTERESTS OF MORE THAN 8,000 DEPUTY
18 SHERIFFS AND DISTRICT ATTORNEY INVESTIGATORS WORKING FOR YOU
19 IN LOS ANGELES COUNTY. OUR ATTENTION TODAY IS FOCUSED ON THE
20 CONTRACT RENEWAL REQUEST FROM THE SHERIFF'S DEPARTMENT, OUR
21 OFFICE OF INDEPENDENT REVIEW. WE'VE NEVER SUPPORTED THIS
22 UNNECESSARY LAYER OF MANAGEMENT AND WE WOULD LIKE TO HAVE SOME
23 IMPORTANT QUESTIONS ANSWERED BEFORE YOUR BOARD APPROVES
24 ANOTHER YEAR OF FUNDING FOR THE OFFICE. THE OFFICE OF
25 INDEPENDENT REVIEW WAS REPORTEDLY ADDED TO THE SHERIFF'S



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1 BUREAUCRACY TO IMPROVE THE PERCEPTION OF ACCOUNTABILITY
2 AMONGST OUR RANKS. OF COURSE, WHILE WRITING THE MOST
3 SCRUTINIZED OF ANY PUBLIC EMPLOYEE, AND WE'VE NEVER BEEN
4 CONVINCED THAT ANOTHER LEVEL OF OVERSIGHT ADDS ANY VALUE
5 WHATSOEVER TO THE PERCEPTION OF ACCOUNTABILITY, WHEN THE
6 O.I.R. WAS CREATED WE ARGUED THAT PROPER LEADERSHIP AND
7 ACCOUNTABILITY FROM THE SHERIFF IS THE ONLY EFFECTIVE METHOD
8 OF MAINTAINING OUR CREDIBILITY IN THE MANY OF THE IMPACTED
9 COMMUNITIES WE SERVE. SIMPLY HANDING OFF THE RESPONSIBILITY TO
10 REVIEW CONTROVERSIAL INCIDENTS THE WAY THE SHERIFF HAS ACCEDDED
11 HIS AUTHORITY TO O.I.R. IS NOT THE KIND OF LEADERSHIP THAT
12 INSTILLS CONFIDENCE AMONGST OUR RANKS OR THE PUBLIC WE WORK SO
13 HARD TO SERVE. THEN THERE IS THE ISSUE OF COST. YOUR BOARD
14 SPENDS ROUGHLY \$1.2 MILLION PER YEAR ON THE OFFICE OF
15 INDEPENDENT REVIEW, EXCUSE ME, IN THE CONTEXT OF THE SHERIFF'S
16 DEPARTMENT BUDGET AND THE COUNTY GENERAL FUND BUDGET THAT'S
17 NOT MUCH. BUT THE AMOUNT WILL FUND A NUMBER OF NEW PATROL
18 DEPUTIES IN OUR COUNTY UNDERSERVED, UNINCORPORATED AREAS, AND
19 WE BELIEVE THAT'S A MUCH MORE EFFECTIVE USE OF OUR RESOURCES.
20 IF DEDICATING RESOURCES TO ADDITIONAL MANAGEMENT STAFF EQUATES
21 TO BETTER ACCOUNTABILITY THEN THE DEPARTMENT SHOULD BE IN
22 GREAT SHAPE. OVER THE LAST SEVEN YEARS THE SHERIFF HAS
23 INCREASED HIS EXECUTIVE STAFF BY NEARLY 50 PERCENT, TIGHT
24 BUDGETS HAVE NOT STOPPED THOSE INCREASES DESPITE CLOSURES OF
25 OUR JAILS, FACILITIES AND EVEN THE HIRING, THE FREEZE --



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1 EXCUSE ME, THE HIRING FREEZE OF NEW DEPUTIES. PLEASE CONSIDER
2 REQUESTING A PERFORMANCE REVIEW FROM O.I.R., JUST AS YOU WOULD
3 FROM ANY OTHER CONTRACTOR. WE REMAIN SYMPATHETIC TO YOUR
4 SITUATION, WHICH, GIVEN THE RECENT REPORTS OF MISMANAGEMENT,
5 MISSTEPS IN THE SHERIFF'S DEPARTMENT REQUIRES YOU TO ASSIST,
6 OR EXCUSE ME, TO ASSERT YOUR OVERSIGHT OF THE SHERIFF'S
7 DEPARTMENT THROUGH THE O.I.R. IF YOUR DETERMINATION IS THAT
8 SHERIFF BACA'S OFFICE NEEDS THE EXTRA HELP TO MANAGE HIS
9 DEPARTMENT PROPERLY, THEN WE'D REQUEST THAT YOUR REVIEW BE
10 CONDUCTED AGAIN NEXT YEAR WITH THE AIM AT REDUCING THE
11 BUREAUCRATIC OVERLAP IN THE SHERIFF'S DEPARTMENT. THANK YOU.

12

13 **CHAIRMAN YAROSLAVSKY:** THANK YOU MR. REMIGE. I THINK IT'S A,
14 THE LAST PART OF WHAT MR. REMIGE SAID, MR. FUJIOKA, IS A FAIR
15 STATEMENT, WHICH IS AT SOME POINT, THERE OUGHT TO BE SOME KIND
16 OF AN OVERVIEW OF THE PERFORMANCE AND WHERE THEY CAN IMPROVE
17 AND WHERE THEY'RE DOING WELL, WHERE THEY COULD DO BETTER. AND
18 IF IT WOULD NOT BE TOO MUCH TROUBLE, IF YOU COULD TAKE A LOOK
19 AT HOW WE WOULD GO ABOUT DOING THAT AND GIVE US A REPORT BACK
20 IN THE NEXT 30 DAYS, BECAUSE I DO SHARE, I SUPPORT THE O.I.R.
21 AND THE CONCEPT, I DO BELIEVE THEY NEED TO BE HELD ACCOUNTABLE
22 FOR THEIR WORK PRODUCT, AND I THINK THAT BE --

23

24 **SUP. BURKE:** AND WE DID THAT LAST YEAR, DIDN'T WE, SOMEWHAT?

25



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1 **CHAIRMAN YAROSLAVSKY:** WE HAD AN ISSUE.

2

3 **SUP. BURKE:** SO WE LOOKED INTO IT?

4

5 **CHAIRMAN YAROSLAVSKY:** I'M NOT SURE IF IT WAS AS COMPREHENSIVE
6 AS WHAT MR. REMIGE WAS TALKING ABOUT, BUT I THINK THERE IS
7 FERMENT AMONG ALL OF US TO TAKE A HARD LOOK AT WHAT, YOU KNOW,
8 WHETHER WE'RE GETTING OUR MONEY'S WORTH AND HOW WE CAN GET
9 MORE OF OUR MONEY'S WORTH, I GUESS IS THE BEST WAY TO PUT IT.
10 I THINK WE'RE ALL COMMITTED TO DOING IT RIGHT, AND WE'VE HAD
11 THE O.I.R. NOW FOR A NUMBER OF YEARS AND I'M NOT SURE THERE'S
12 EVER BEEN A COMPREHENSIVE REVIEW.

13

14 **STEVEN REMIGE:** YEAH, ABOUT SEVEN YEARS NOW, RIGHT.

15

16 **CHAIRMAN YAROSLAVSKY:** YEAH, SO.

17

18 **STEVEN REMIGE:** AND, I MEAN I COULD ONLY, YOU KNOW, TAKE, FOR
19 EXAMPLE, MY OFFICE AND, YOU KNOW, WE RETAIN ATTORNEYS ALSO,
20 YOU KNOW, TO DEFEND OUR MEMBERSHIP AND ALL THAT. AND WE HAVE
21 SEVEN ATTORNEYS ON STAFF FULL-TIME. WE HANDLE ROUGHLY THREE TO
22 500 CASES A YEAR. OFFICE OF INDEPENDENT REVIEW HAS I BELIEVE
23 SIX NOW, BUT I BELIEVE THAT THEY'RE FUNDED FOR SEVEN. HOW MANY
24 CASES DO THEY HANDLE? WE DON'T KNOW. I MEAN, YOU KNOW, WE KNOW
25 THAT THEY PUT OUT A 30-PAGE REPORT AT THE END OF THE YEAR



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1 CRITICIZING THE SHERIFF'S DEPARTMENT, MUCH OF WHICH IS BECAUSE
2 OF LACK OF TRAINING. WE AGREE WITH THAT 100 PERCENT.

3

4 **CHAIRMAN YAROSLAVSKY:** ARE YOU TALKING ABOUT THE OFFICE OF
5 INDEPENDENT REVIEW NOW OR ARE YOU TALKING ABOUT MAYOR BOB,
6 BECAUSE I THINK?

7

8 **STEVEN REMIGE:** WELL, HERE AGAIN IT'S KIND OF AN OVERLAP BUT,
9 YOU KNOW, I BELIEVE THEY BOTH GET INTO THE SAME AREAS, O.I.R.
10 AND SPECIAL COUNSEL DOES. BUT HIS LAST SEVERAL REPORTS HAVE
11 BEEN CRITICAL OF THE SHERIFF'S DEPARTMENT IN --

12

13 **CHAIRMAN YAROSLAVSKY:** YOU'RE TALKING ABOUT BOB NOW?

14

15 **STEVEN REMIGE:** BOB AND O.I.R., FOR LACK OF TRAINING,
16 DEPLOYMENT ISSUES, YOU KNOW, AND THE SUCH, THERE, YOU KNOW,
17 THERE'S A LOT OF OVERLAP THERE.

18

19 **SUP. MOLINA:** STEVE, I HAVE TO TAKE ISSUE WITH YOU ON THAT
20 AGAIN, YOU KNOW, THE IDEA OF AN INDEPENDENT REVIEW IS TO LOOK
21 AT WHAT ARE OUR PROTOCOLS AND OUR POLICIES AND TO LOOK AT THE
22 INCIDENT THAT OCCURRED AND TRY AND MESH THAT TOGETHER THROUGH
23 WHATEVER LEGAL MEANS, AND MAKE RECOMMENDATIONS TO THE
24 DEPARTMENT AS WELL AS TO MANY OF US. YOU KNOW, I DON'T KNOW



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1 WHAT YOU MEAN BY TRAINING, WHAT KIND OF TRAINING DO YOU THINK?

2 DO YOU THINK THEY NEED LAW ENFORCEMENT TRAINING?

3

4 **STEVEN REMIGE:** WELL, SEVERAL OF THE VERY CHARGED ISSUES THAT
5 HAVE HAPPENED RECENTLY WITH THE SHERIFF'S DEPARTMENT, WHETHER
6 IT HAD BEEN A SHOOTING OR INCIDENTS IN THE JAIL, EITHER HAD TO
7 DO WITH STAFFING LEVELS OR THE WAY THE SHERIFF WAS DEPLOYING
8 HIS PERSONNEL, OR THE LACK OF TRAINING THAT HIS PEOPLE WERE
9 ACTUALLY RECEIVING. JUST AN INCIDENT THAT COMES TO MIND IS THE
10 COMPTON INCIDENT HERE THAT OCCURRED A FEW YEARS BACK.

11

12 **SUP. MOLINA:** THE WHAT?

13

14 **STEVEN REMIGE:** THE COMPTON, CITY OF COMPTON INCIDENT, WHERE
15 THE DEPUTIES SURROUNDED A CAR AND ENDED UP SHOOTING UP THE
16 NEIGHBORHOOD. THAT WAS DEEMED TO BE A LACK OF PROPER TRAINING
17 BY THE OFFICE OF INDEPENDENT REVIEW BECAUSE DEPUTIES WERE NOT
18 TRAINED IN THE SITUATION THAT THEY WERE FACED WITH THAT DAY. A
19 MOVING VEHICLE, YOU KNOW, HOW TO SET UP A PROPER FIELD OF FIRE
20 AROUND THAT VEHICLE, THAT WAS ALL HIGHLIGHTED IN THE O.I.R.'S
21 REPORT.

22

23 **SUP. MOLINA:** WELL, AND IT WAS. I MEAN THAT'S THE WHOLE ISSUE,
24 IS THAT THESE THINGS NEED TO BE HIGHLIGHTED. THERE ARE MANY,
25 MANY AN INCIDENT, AND IT ISN'T JUST THE DEPUTY HIMSELF BUT



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1 IT'S ALSO INCUMBENT ON THE DEPARTMENT. AND I THINK THE
2 RECOMMENDATIONS GO ALL THE WAY ACROSS IN THOSE INSTANCES. SO
3 I'M NOT SURE WHAT YOU MEANT WHEN THERE'S A LACK OF TRAINING OF
4 THE O.I.R.

5

6 **STEVEN REMIGE:** NO, EXCUSE ME, IT'S NOT LACK OF TRAINING OF THE
7 O.I.R. LACK OF TRAINING FOR DEPUTY SHERIFF PERSONNEL.

8

9 **SUP. MOLINA:** ALL RIGHT. WELL, I KNOW THERE ARE ISSUES IN WHICH
10 THE DEPARTMENT NEEDS TO TAKE, AND BELIEVE ME, WE ARE JUST AS
11 CONCERNED WHEN THE DEPARTMENT IS NOT PREPARING. BUT THE OFFICE
12 OF INDEPENDENT REVIEW HOPEFULLY IS EXACTLY THAT, IS
13 INDEPENDENT, AND REVIEWS WHATEVER THE INCIDENT IS AND MATCHES
14 IT WITH THE PROTOCOLS AND POLICIES. NOW, USUALLY IT'S A
15 VIOLATION OF THAT PROTOCOL OR THAT POLICY THAT CREATES THE
16 PROBLEM FOR WHATEVER INDIVIDUAL OFFICER. THERE IS NO DOUBT
17 THAT IT IS AN ISSUE OF SOMETIMES OF NOT KNOWING AND NOT BEING
18 TRAINED. THE PROBLEM IS IS THAT WE HANDLE A TREMENDOUS AMOUNT
19 OF LIABILITY AS WELL, THAT'S WHY IT'S IMPORTANT FOR THE
20 SHERIFF TO HAVE A KEEN EYE AS WELL AS TO SOME OF THE THINGS
21 THAT ARE GOING ON THERE WHETHER IT REQUIRES THAT. AND IN MANY
22 INSTANCES YOU WILL SEE THAT THEY WILL ALSO MAKE
23 RECOMMENDATIONS AS TO WHAT THE DEPARTMENT NEEDS TO DO AS WELL,
24 SO IT ISN'T EXCLUSIVELY ON THE BACK OF THE INDIVIDUAL DEPUTY.



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1 SO THAT'S WHY I WAS WONDERING WHAT YOU MEANT WITH REGARD TO
2 TRAINING.

3

4 **STEVEN REMIGE:** YEAH, BUT WHAT YOU JUST SPOKE TO, THOUGH, IS
5 OFTEN ADDRESSED BY SPECIAL COUNSEL MAYOR BOB'S REPORT ALSO.
6 AND HE'S BEEN ON STAFF HERE A LOT LONGER THAN THE OFFICE OF
7 INDEPENDENT REVIEW. YOU KNOW, MY CONCERN IS, YOU KNOW, IS THE
8 COUNTY OR THE TAXPAYERS REALLY GETTING THEIR BACK FOR THE BUCK
9 OUT OF O.I.R., YOU KNOW, WHAT HAVE THEY DONE OVER THE LAST
10 SEVEN YEARS? I DON'T KNOW, THEY'VE, YOU KNOW.

11

12 **SUP. MOLINA:** BANG FOR THE BUCK, HAVE YOU SEEN OUR LIABILITY
13 THAT WE PAY OUT, MAN?

14

15 **STEVEN REMIGE:** YES I HAVE UNFORTUNATELY, YES.

16

17 **SUP. MOLINA:** IF YOU DO BY COMPARISON, I THINK THERE'S A LOT OF
18 BANG THERE, AND THE BIGGEST MOST IMPORTANT SIGNIFICANT IS IS
19 LIKE ANYTHING ELSE, I THINK THAT OUR LAW ENFORCEMENT PERSONNEL
20 HAVE TO BE APPROPRIATELY TRAINED, HAVE TO HAVE THE RESOURCES
21 NECESSARY IN ORDER TO DO AN EFFECTIVE JOB.

22

23 **STEVEN REMIGE:** I AGREE.

24



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1 **SUP. MOLINA:** BUT VERY FRANKLY, AS ALL PERSONNEL, THERE ARE
2 FOLKS THAT GET IT AND DO AN OUTSTANDING JOB, ABOVE AND BEYOND
3 WHAT THEY DO, AND THEN THERE'S SOME FOLKS THAT ARE REAL
4 SLACKERS IN THE PROCESS, AS WELL AS PEOPLE WHO VIOLATE THEIR
5 OWN PROTOCOLS AND PROCEDURES. UNFORTUNATELY AS A COUNTY WE
6 NEED TO FIND THOSE WAYS TO INCREASE ACCOUNTABILITY. WHY?
7 BECAUSE WE NEED TO HAVE THOSE RESOURCES, WE DON'T NEED TO PAY
8 IT ALL OUT IN LIABILITY, AND WE'VE GOT SOME OUTSTANDING CASES.
9 I MEAN THE WHOLE ISSUE, AND AGAIN NOBODY, AND AS WELL AS YOU,
10 DID NOT, YOU KNOW, SUPPORT THE DEPUTY THAT'S OUT RAPING WOMEN
11 WHILE HE'S ON THE JOB.

12

13 **STEVEN REMIGE:** ABSOLUTELY.

14

15 **SUP. MOLINA:** AND WE'RE GOING TO PAY BIG ON THAT ONE, OKAY. AND
16 SO, AND AGAIN, THIS IS NOT AN O.I.R. ISSUE NECESSARILY, BUT
17 THESE ARE THE KINDS OF THINGS THAT STAND OUT TO US. AND SO WE
18 NEED TO FIND THOSE WAYS SO THAT IN FACT THE LAW ENFORCEMENT
19 PERSONNEL THAT WE ARE PROVIDING THE MAXIMUM OF RESOURCES,
20 TRAINING, CAPABILITY AND ALSO CREATING A SET OF PROTOCOLS AND
21 POLICIES THAT ARE EQUITABLE TO THE PEOPLE THAT ARE OUT THERE
22 DOING, GOD, THE MOST SIGNIFICANT WORK THAT WE DO IN THE
23 COUNTY, SO.

24

25 **STEVEN REMIGE:** I AGREE WITH YOU 100 PERCENT, SUPERVISOR.



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1

2 **SUP. MOLINA:** OH OKAY.

3

4 **STEVEN REMIGE:** NO.

5

6 **SUP. MOLINA:** SO, I JUST WANT TO CLARIFY THE TRAINING ASPECT OF
7 IT.

8

9 **CHAIRMAN YAROSLAVSKY:** OKAY. ANY OTHER DISCUSSION OF THIS ITEM?
10 IF NOT, THANKS, STEVE.

11

12 **STEVEN REMIGE:** THANK YOU VERY MUCH.

13

14 **CHAIRMAN YAROSLAVSKY:** WE HAVE THE ITEM BEFORE US. BURKE MOVES,
15 MOLINA SECONDS. WITHOUT OBJECTION, UNANIMOUS VOTE ON ITEM 10.
16 BACK TO YOU.

17

18 **SUP. ANTONOVICH:** WITH THE REPORT.

19

20 **CHAIRMAN YAROSLAVSKY:** WITH THE REPORT BACK, YEAH, FROM MR.
21 FUJIOKA.

22

23 **SUP. MOLINA:** ALL RIGHT, A NEXT ITEM THAT I HAVE, AND I ONLY
24 HAVE ONE MORE, IS THE ISSUE OF THE CLAIMS BOARD SETTLEMENT AND
25 THE CORRECTIVE ACTIONS. THESE ARE THE COCO ISSUES THAT, AS



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1 MANY OF YOU REMEMBER, WE, BACK IN JULY, WE LEARNED THAT OUR
2 COUNTY COUNSEL HAS SUSPENDED THE DISTRIBUTION OF ITS CLAIM
3 BOARD MEMORANDA TO THE PUBLIC. AT THAT POINT I SUBMITTED A
4 MOTION, OF COURSE IT WAS SUPPORTED BY ALL MEMBERS OF THE
5 BOARD, REQUESTING THAT THERE BE A JUSTIFICATION FOR THE CHANGE
6 AND EMPHASIZING THE IMPORTANCE OF TRYING TO KEEP A BALANCE AS
7 TO WHAT WE -- WHAT OUR DUTY AND RESPONSIBILITY IS TO THE
8 PUBLIC AND OPEN GOVERNMENT AS WELL AS OUR FIDUCIARY
9 RESPONSIBILITY THAT WE ALSO HAVE TO THE PUBLIC. SO WITH
10 RESPECT TO THAT, YOU KNOW, CERTAINLY COUNTY COUNSEL INITIALLY
11 WAS NOT ABLE TO JUSTIFY, FOR THE MOST PART, AS TO WHY THEY
12 WANDERED AND NOT MAINTAINED THE STATUS QUO. BUT TODAY WE'VE
13 SEEN THAT COUNTY COUNSEL HAS PROVIDED SOME US SOME EXAMPLES OF
14 WHERE IN FACT WE MIGHT BE COMPROMISING OUR POSITION. AND SO
15 CONSEQUENTLY, IT MAY JUSTIFY SOME CAUTION ON OUR PART. SO
16 AGAIN THERE ARE SECTIONS IN THERE THAT PROBABLY COULD BE
17 ELIMINATED TO THE PUBLIC. THAT IS OUR OVERALL STRATEGY AND
18 THINGS OF THAT SORT THAT I DON'T THINK NEED TO BE THERE. I AM
19 MORE CONCERNED AN THAN ANYTHING ELSE THAT WE MAINTAIN A VERY
20 EFFECTIVE CORRECTIVE ACTION MECHANISM, AND THAT WE START
21 ADDRESSING THE ISSUES OR THE FACTS AND WE'RE NOT TELLING THE
22 PUBLIC A DIFFERENT SET OF FACTS OF WHAT ACTUALLY OCCURRED. AND
23 SO THAT NEEDS TO BE SUSTAINED AND MAINTAINED. BUT I AM
24 COMFORTABLE, EITHER WHICH WAY, AS LONG AS YOU TAKE OUT THOSE
25 SIGNIFICANT SECTIONS, I KNOW THAT YOU CREATED A NEW FORMAT



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1 AND A FORM BY WHICH YOU THINK YOU FEEL MORE COMFORTABLE
2 PROVIDING TO THE PUBLIC AND YOU PROVIDE TO US, THAT IS
3 ACCEPTABLE TO ME. MY BIGGEST ISSUE AS WELL, AND MORE
4 IMPORTANTLY, IS THAT WE NEED TO PUSH OUT ALL SETTLEMENTS OUT
5 TO THE PUBLIC SO THAT THEY KNOW, YOU KNOW, INCLUDING
6 SETTLEMENTS THAT HAVE BEEN APPROVED DIRECTLY BY THE BOARD. SO
7 AGAIN I AM COMFORTABLE WITH EITHER WHICH WAY, I LOOKED AT YOUR
8 SUMMARIES THAT YOU HAVE PUT TOGETHER AND THE JUSTIFICATION, I
9 THINK IT COULD HAVE GONE -- IT COULD EASILY BE DONE THE OTHER
10 WAY WITH REGARDING THOSE TWO COMPONENTS THAT MIGHT REALLY GIVE
11 A HEADS UP TO ANY POTENTIAL PLAINTIFF OUT THERE. BUT I THINK
12 THAT THE COMPROMISE IS NOT A BAD ONE. AND SO I'M WILLING TO GO
13 BUY IT, I DON'T KNOW HOW MY OTHER COLLEAGUES FEEL. BUT THAT'S
14 ACCEPTABLE TO ME AS LONG -- AND WE WILL MONITOR IT AS LONG
15 GOING ON YOU DON'T CHANGE THE BASIC FACTS OR THE BACKGROUND
16 INFORMATION, AND THAT WE DON'T WANT COMPROMISE. I THINK THE
17 PUBLIC NEEDS TO KNOW WHAT'S GOING ON ON SOME OF THESE, BUT IN
18 THOSE AREAS WHERE THERE IS JUSTIFICATION, YOU KNOW, I COULD
19 UNDERSTAND THIS FORMAT. IT'S CLEAN, IT'S CONCISE AND I DON'T
20 HAVE A PROBLEM WITH IT. AS PRESENTED.

21
22 **CHAIRMAN YAROSLAVSKY:** OKAY. DID YOU MAKE A MOTION?

23
24 **SUP. MOLINA:** BUT BASICALLY I'M ACCEPTING WHAT THEY HAVE.



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1 **CHAIRMAN YAROSLAVSKY:** THE COUNTY COUNSEL?

2

3 **SUP. MOLINA:** YES, THE COMPROMISE THAT THEY HAVE SENT TO US,
4 WE'RE GOING TO MONITOR AND WATCH IT AND WE'RE GOING TO SEE
5 WHAT GETS DISTRIBUTED TO THE PUBLIC.

6

7 **CHAIRMAN YAROSLAVSKY:** RIGHT, OKAY, GOT YOU.

8

9 **SUP. MOLINA:** BUT I AM FINE WITH THAT ASPECT OF IT.

10

11 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT. SO MOLINA MOVES, BURKE
12 SECONDS. IS THERE ANY OTHER DISCUSSION ON THIS? THIS IS ITEM
13 51.

14

15 **SUP. MOLINA:** CORRECT.

16

17 **CHAIRMAN YAROSLAVSKY:** WITHOUT OBJECTION IT IS APPROVED.

18

19 **SUP. MOLINA:** FINE.

20

21 **RAY FORTNER, COUNSEL:** MR. CHAIRMAN MAY I JUST ASK A QUESTION
22 FOR CLARIFICATION?

23

24 **CHAIRMAN YAROSLAVSKY:** YES.

25



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1 **RAY FORTNER, COUNSEL:** ONE OF OUR RECOMMENDATIONS WAS THAT WITH
2 RESPECT TO MATTERS COMING DIRECTLY TO YOUR BOARD, BECAUSE THEY
3 ARE OFTENTIMES BROUGHT ON AN URGENT BASIS IN THE MIDDLE OF
4 TRIAL OR LATE IN THE GAME OR INVOLVE SENSITIVE MATTERS AND
5 OTHER THINGS THAT CAUSE US TO BRING SOMETHING TO YOU DIRECTLY
6 IN CLOSED SESSION, THAT WE WOULD HAVE OUR FACTUAL SUMMARIES IN
7 THOSE INSTANCES PRESENTED AFTER THE SETTLEMENT IS ULTIMATELY
8 APPROVED, IF THAT IS INDEED THE FINALIZATION OF THE
9 LITIGATION. BECAUSE WHEN THINGS ARE STILL IN FLUX, WE WOULD
10 PREFER NOT TO, AS WE'VE INDICATED IN OUR REPORT TO YOUR BOARD,
11 HAVE ANY INFORMATION OUT THERE THAT MIGHT CAUSE THE PLAINTIFF
12 TO HAVE SECOND THOUGHTS ABOUT WHERE WE WERE IN THE MATTER. BUT
13 WE WOULD PROVIDE, AND THE BROWN ACT REQUIRES US TO REPORT OUT
14 THESE SETTLEMENTS THAT ARE APPROVED, AND WE WOULD, AT THE SAME
15 TIME AS WE DO THAT REPORTING OUT, OR AS QUICKLY THERE AFTER AS
16 WE CAN, PROVIDE THE FACTUAL SUMMARIES ON AN AFTER-THE-FACT
17 BASIS RATHER THAN IN ADVANCE AS WE WOULD DO WITH OUR CLAIMS
18 BOARD MEMORANDA IN KEEPING WITH OUR PRIOR PRACTICE THAT WAS IN
19 EFFECT IN MAY OF '07.

20
21 **SUP. MOLINA:** OKAY, BUT AGAIN, THE ISSUE IS THAT WE DON'T WANT
22 TO CHANGE THE FACTS AFTER, I MEAN, THERE IS NO DOUBT --

23
24 **RAY FORTNER, COUNSEL:** ABSOLUTELY. OUR PLAN WILL BE TO PROVIDE
25 THE CLEAREST STATEMENT OF THE FACTS THAT WILL GIVE THE PUBLIC,



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1 ALONG WITH CORRECTIVE ACTION PLAN SUMMARIES, THE TRANSPARENCY
2 AND ACCOUNTABILITY THAT YOU'RE LOOKING FOR.

3

4 **SUP. MOLINA:** OH, IN SOME OF THE SUMMARIES, AS I POINTED OUT
5 THE LAST TIME, IT WASN'T VERY CLEAR ON WHAT THE FACTS WERE. I
6 THINK THE GENTLEMAN WHO DIED WHILE HE WAS WAITING IN THE LOBBY
7 FOR THOSE MANY DAYS, I MEAN MANY OF THE ISSUES WERE THAT THAT
8 WAS NOT POINTED OUT IN THE FACTS THAT WERE PRESENTED IN YOUR
9 SUMMARY. SO THAT IS THE ISSUE FOR US, THAT IT HAS TO BE THAT
10 THE PUBLIC HAS TO UNDERSTAND CLEARLY. AND AGAIN, THIS IS AN
11 ISSUE OF A PARTNERSHIP, AS WELL. I MEAN PEOPLE NEED TO KNOW
12 WHY WE ARE PAYING OUT THESE SUMS IN SOME OF THESE ISSUES, IT
13 ISN -- AND WHAT THE JUSTIFICATION IS, AND THE PUBLIC IS
14 ENTITLED TO KNOW THAT, AS WELL.

15

16 **RAY FORTNER, COUNSEL:** THANK YOU.

17

18 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT, DR. CLAVREUL WANTS TO SPEAK.
19 SO WE'LL JUST HOLD THE VOTE ON THAT, RECONSIDER THE VOTE, I
20 SHOULD SAY, AND HOLD IT. DR. CLAVREUL?

21

22 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS,
23 DR. GENEVIEVE CLAVREUL. YOU KNOW, IT'S VERY EVIDENT YOU CARE
24 LESS AND LESS ABOUT THE PUBLIC INPUT, AND IT'S VERY OBVIOUS
25 THAT YOUR VOTE DOES NOT REALLY MATTER, AFTER THE INPUT --



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1

2 **CHAIRMAN YAROSLAVSKY:** WELL, ACTUALLY JUST FOR THE RECORD, DR.
3 CLAVREUL. I DID NOT HAVE A NOTICE THAT YOU WANTED TO SPEAK
4 UNTIL AFTER THE VOTE, AND THAT EITHER WAS YOUR FAULT OR OUR
5 SECRETARY'S FAULT. IF IT IS OUR SECRETARY'S FAULT, AND I
6 APOLOGIZE FOR THAT. BUT YOU KNOW THAT WE ALWAYS HEAR FROM YOU
7 WHEN YOU'RE HERE.

8

9 **DR. GENEVIEVE CLAVREUL:** ANYWAY, I JUST WANT TO THANK
10 SUPERVISOR MOLINA TO BE PUTTING, YOU KNOW, THE FEET TO THE
11 FIRE TO THE COUNTY COUNSEL. MANY OTHERS DO NOT WANT THE KNITTY
12 GRITTY, WE JUST WANT THE GENERAL FACTS, AND I THINK THE WAY
13 IT'S PRESENTED, IF IT TRULY WAS GOING TO HAPPEN, MOST OF US
14 WILL BE VERY SATISFIED WITH IT. THE SAME WAY I WOULD LIKE TO
15 KNOW HOW LONGER MR. FORTNER IS GOING TO STAY? HOW LONG HIS
16 CONTRACT, YOU KNOW, HOW HE HAS BEEN EXTENDED AND SO ON,
17 BECAUSE WHEN HE TOOK THAT POSITION, IT WAS VERY SO A
18 LIMITATION THE OF THE WAY HE WAS BEING HIRED. I WILL
19 APPRECIATE TO SEE THE FINE LINE. THANK YOU.

20

21 **CHAIRMAN YAROSLAVSKY:** THANK YOU. WE NOW HAVE THE ITEM BEFORE
22 US. MISS BURKE -- MISS MOLINA MOVES, MISS BURKE SECONDS.
23 WITHOUT OBJECTION, UNANIMOUS VOTE.

24

25 **SUP. MOLINA:** THAT WAS MY FINAL ITEM.



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1

2 **CHAIRMAN YAROSLAVSKY:** SUPERVISOR BURKE?

3

4 **SUP. BURKE:** I MOVE THAT WHEN WE ADJOURN TODAY, WE ADJOURN IN
5 MEMORY OF CAROLYN THRASHER, A LONG TIME SECOND DISTRICT
6 RESIDENT AND I.S.D. PARKING SERVICES EMPLOYEES. SHE PASSED
7 AWAY ON AUGUST 25TH. SHE LEAVES TO CHERISH HER MEMORY HER SON,
8 MAURICE SMITH. AND BARBARA JEAN KAUFMAN-BURGAN, LONG TIME
9 SECOND DISTRICT RESIDENT AND SPECIAL EDUCATION, ADMINISTRATIVE
10 SECRETARY FOR THE LOS ANGELES UNIFIED SCHOOL DISTRICT FOR OVER
11 25 YEARS. SHE PASSED AWAY ON SEPTEMBER 8TH SHE LEAVES TO
12 CHERISH HER MEMORY THREE CHILDREN AND FOUR SISTERS.

13

14 **CHAIRMAN YAROSLAVSKY:** UNANIMOUS VOTE.

15

16 **SUP. BURKE:** I'LL CALL UP ITEM 19.

17

18 **CHAIRMAN YAROSLAVSKY:** ITEM 19. ARNOLD SACHS?

19

20 **SUP. MOLINA:** WHILE MR. SACKS IS COMING UP MAY I DO MY
21 ADJOURNMENTS, I FORGOT THEM, I APOLOGIZE.

22

23 **CHAIRMAN YAROSLAVSKY:** YES YOU MAY.

24



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1 **SUP. MOLINA:** FIRST OF ALL, I'D LIKE TO ASK THAT WE ADJOURN IN
2 THE MEMORY OF THIS 17 YEAR OLD MICHAEL REINOSO, A BELOVED
3 FAMILY FRIEND OF MY FORMER STAFF MEMBER, SYLVIA NOVOA. MICHAEL
4 TRAGICALLY PASSED AWAY IN AN AUTOMOBILE ACCIDENT AND I WANT TO
5 EXTEND OUR DEEPEST CONDOLENCES AND PRAYERS TO HIS FAMILY,
6 FRIENDS AS WELL AS HIS CLASSMATES. I'D ALSO ASK THAT WE
7 ADJOURN IN THE MEMORY OF BERNABE MARES, THE BELOVED
8 GRANDFATHER OF MY LONG TIME STAFF MEMBER VANESSA GASTELUM. WE
9 WANT TO EXTEND OUR THOUGHTS AND PRAYERS TO VANESSA AND HER
10 ENTIRE FAMILY AS WELL. AND FINALLY I'D LIKE TO ASK THAT WE
11 ADJOURN IN THE MEMORY OF JOE R. MANZANO, A LONG TIME LA PUENTE
12 RESIDENT AND BELOVED UNCLE OF OUR GOOD FRIEND TERRI CHICO-
13 MCKINNON. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES TO TERRI
14 AND HER FAMILY AS WELL.

15

16 **CHAIRMAN YAROSLAVSKY:** UNANIMOUS VOTE. MR. SACKS?

17

18 **ARNOLD SACHS:** GOOD MORNING, COUNTY BOARD OF SUPERVISORS, THANK
19 YOU VERY MUCH. I'M NOT SURE IF I SHOULD SPEAK ON ITEM 19 RIGHT
20 NOW BECAUSE I WAS GOING TO TIE IT INTO ITEM NUMBER 50, WHICH I
21 BELIEVE HAS BEEN HELD.

22

23 **SUP. BURKE:** WE'LL HOLD BOTH, I'LL CALL BOTH OF THEM.

24



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1 **CHAIRMAN YAROSLAVSKY:** WELL, YOU CAN SPEAK TO BOTH OF THEM,
2 LIKE.

3

4 **ARNOLD SACHS:** TO SPEAK 52, THERE'S AN ITEM I BELIEVE, YEAH 52
5 IS WHAT I WANTED TO SPEAK ON, BUT I THINK THAT WAS HELD FOR
6 ONE WEEK, SO.

7

8 **CHAIRMAN YAROSLAVSKY:** WELL, GO AHEAD AND SPEAK TO BOTH OF
9 THEM, YOU SIGNED UP FOR BOTH OF THEM.

10

11 **ARNOLD SACHS:** RIGHT. I WAS JUST CURIOUS TO KNOW IF THERE'S ANY
12 KIND OF, I'M HAVING A BRAIN CRAMP, THERE'S ANY KIND OF
13 COMPARISON OR THEY ARE RELATED IN SOME WAY? BECAUSE ONE IS AN
14 EFFORT TO SIGN UP PEOPLE TO VISIT COUNTY HOSPITALS, AND THE
15 OTHER IS A PLAN BY THE COUNTY FOR MEDICAL PLANS. AND I WAS
16 JUST WONDERING IF THERE'S ANY KIND OF INTERRELATED STUDY BEING
17 DONE BETWEEN THE TWO OF THEM. THANK YOU VERY MUCH.

18

19 **CHAIRMAN YAROSLAVSKY:** THANK YOU, OKAY.

20

21 **SUP. BURKE:** I'LL MOVE THAT ITEM.

22

23 **CHAIRMAN YAROSLAVSKY:** ITEM 19, BURKE MOVES, ANTONOVICH
24 SECONDS, UNANIMOUS VOTE. AND ITEM 52, AS WELL, BURKE MOVES.
25 NO, 52 IS CONTINUED, I SORRY, YOU'RE RIGHT.



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1

2 **CLERK SACHI HAMAI:** NO, 52 IS BEING HEARD. IT'S A REPORT TODAY.

3

4 **SUP. BURKE:** THAT'S ON KAISER.

5

6 **CLERK SACHI HAMAI:** IT'S ON THE KAISER.

7

8 **CHAIRMAN YAROSLAVSKY:** SORRY, SO WE'LL HOLD THAT. I APOLOGIZE.

9

10 **SUP. BURKE:** OR WAS IT -- OKAY.

11

12 **CHAIRMAN YAROSLAVSKY:** YEAH.

13

14 **SUP. BURKE:** 21?

15

16 **CHAIRMAN YAROSLAVSKY:** 21. DR. CLAVREUL? DR. CLAVREUL, DO YOU
17 WANT TO SPEAK ON THIS? NO 21, AND ALSO 26.

18

19 **DR. GENEVIEVE CLAVREUL:** GOOD MORNING, GENEVIEVE CLAVREUL. ON
20 ITEM 21, I JUST WONDER WHY WE STILL NEED SO MANY TEMPORARY
21 R.N. AND THAT WE ARE CONTRACTING TO 26 AGENCIES, THAT'S QUITE
22 A BIT. AND I JUST WONDER HOW MANY -- I WOULD HAVE LIKED TO
23 KNOW HOW MANY R.N. WERE REMOVED FROM KING-HARBOR, THAT WILL
24 HAVE BEEN INTERESTING TO KNOW, AND NO SPECIFIC NUMBER WERE
25 GIVEN. I THINK WE, YOU KNOW, WE COULD BENEFIT FROM KNOWING



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1 THAT. AND ON ITEM 26, I AM VERY MUCH IN SUPPORT TO HAVE, YOU
2 KNOW, A WAY OF GOOGLING THE INFORMATION, BECAUSE RIGHT NOW
3 IT'S EXTREMELY DIFFICULT AND I HOPE YOU EXTEND IT BEYOND
4 PUBLIC HEALTH AND PUT IT FOR THE ENTIRE COUNTY. I WILL REALLY
5 APPRECIATE IT, MANY OF US WILL. THANK YOU.

6

7 **CHAIRMAN YAROSLAVSKY:** THANK YOU. COULD WE JUST ASK DR.
8 CHERNOF, IS HE STILL HERE, TO ANSWER THAT QUESTION ON 21? ON
9 21, ON THE -- OH JUST A -- ALL RIGHT, HE'S COMING.

10

11 **SUP. BURKE:** HE HAS THE REPORT COMING UP ON 55.

12

13 **CHAIRMAN YAROSLAVSKY:** ITEM 26, BURKE MOVES, MOLINA SECONDS,
14 WITHOUT OBJECTION, UNANIMOUS VOTE ON 26. I'LL REPHRASE THE
15 QUESTION THAT DR. CLAVREUL ASKED, IT WAS A MORE GENERIC, IS
16 WHY DO WE NEED TO SIGN UP CONTRACT WITH MORE NURSES NOW WITH
17 THE, JUST IS THERE A -- JUST EXPLAIN THIS.

18

19 **DR. BRUCE CHERNOF:** SURE. THESE ARE AS-NEEDED REGISTRY
20 CONTRACTS THAT PROVIDE A WHOLE RANGE OF NURSING SERVICES, SOME
21 OF THEM ARE SPECIALIZED IN NATURE, AGAIN THEY'RE ONLY AS-
22 NEEDED, BUT IT PROVIDES US THE BROADEST ARRAY OF ABILITY TO
23 FILL SLOTS AND IT'S TO MAKE SURE THAT WE CAN COVER ALL THE
24 CLINICAL PROGRAMS IN THE FACILITIES, THAT'S WHY.

25



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1 **CHAIRMAN YAROSLAVSKY:** AND NONE OF THESE POSITIONS CAN BE
2 FILLED BY ANY OF THE PEOPLE WHO ARE BEING MOVED AROUND AS A
3 RESULT OF THE CLOSURE OF THE HOSPITAL?

4

5 **DR. BRUCE CHERNOF:** ABSOLUTELY, WHEN WE ARE MOVING PEOPLE, WE
6 ARE FILLING PERMANENT POSITIONS AND WE ARE TRACKING S & S IN
7 ALL THE FACILITIES THAT RECEIVE STAFF, TO THE EXTENT THAT WE
8 DON'T NEED TO USE THESE REGISTRIES WE WILL NOT USE THEM, IT'S
9 ONLY TO FILL SLOTS IN --

10

11 **CHAIRMAN YAROSLAVSKY:** SO THIS IS JUST AUTHORITY, IT'S NOT
12 NECESSARILY -- YOU'RE NOT NECESSARILY GOING TO USE THIS
13 AUTHORITY?

14

15 **DR. BRUCE CHERNOF:** CORRECT. CORRECT, CORRECT, EXACTLY.

16

17 **CHAIRMAN YAROSLAVSKY:** OKAY, THANK YOU. ANY OTHER QUESTIONS? IF
18 NOT, BURKE MOVES, MOLINA SECONDS, WITHOUT OBJECTION, UNANIMOUS
19 VOTE ON ITEM 21.

20

21 **SUP. BURKE:** 43. 43.

22

23 **CHAIRMAN YAROSLAVSKY:** ITEM 43. WE HAVE SOMEBODY WHO WANTS TO
24 BE HEARD ON THIS?

25



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1 **SUP. BURKE:** YEAH MR. BAXTER?

2

3 **CHAIRMAN YAROSLAVSKY:** MR. BAXTER?

4

5 **PETER BAXTER:** OKAY, THANK YOU. MR. CHAIRMAN, MEMBERS OF YOUR
6 HONORABLE BOARD, MR. FUJIOKA, LADIES AND GENTLEMEN. MY NAME IS
7 PETER BAXTER, AND I LIVE IN LOS ANGELES. AS I UNDERSTAND THE
8 GENERALLY ACCEPTED EXPLANATION FOR THE FAILURE TO PUT THE FIRE
9 ON 9/11 OUT IN THE TWIN TOWERS BY THE NEW YORK FIRE
10 DEPARTMENT, IT IS BECAUSE THE HEAT OF AVIATION FUEL WAS SO
11 INTENSE THAT IT WAS IMPOSSIBLE TO PUT OUT THAT FIRE, SUCH A
12 THEORY DENIES THE RESEARCH OF ANTOINE LAURENT LAVOISIER.
13 ANTOINE LAURENT LAVOISIER NAMED OXYGEN WHEN HE DISCOVERED
14 OXYGEN. HE DISCOVERED THAT FIRE WAS DEPENDENT ON OXYGEN, NOT
15 ON HEAT. NO OXYGEN, NO FIRE. THIS IS THE CRUX OF THE 9/11
16 ISSUE. THERE WAS NO WAY THAT THEY COULD HAVE BEEN PUTTING OUT
17 THAT FIRE BECAUSE THEY DIDN'T TRY TO EXHAUST THE OXYGEN. YOU
18 HAVE TO EXHAUST THE OXYGEN TO PUT THE FIRE OUT. HEAT AND
19 VARIATIONS OF HEAT WITH WATER COOLING IT DOWN ARE TIME
20 CONSUMING. WHAT IS ESSENTIAL IS AN UNDERSTANDING OF ANTOINE
21 LAURENT LAVOISIER AND HIS RESEARCH, ALL OF WHICH IS
22 RESPECTFULLY SUBMITTED. AND I THANK YOU, MR. CHAIRMAN.

23

24 **CHAIRMAN YAROSLAVSKY:** THANK YOU MR. BAXTER.

25



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1 **PETER BAXTER:** OKAY.

2

3 **CHAIRMAN YAROSLAVSKY:** WE HAVE THE ITEM BEFORE US.

4

5 **SUP. BURKE:** I'LL MOVE THAT.

6

7 **CHAIRMAN YAROSLAVSKY:** BURKE MOVES, MOLINA SECONDS, WITHOUT
8 OBJECTION, UNANIMOUS VOTE.

9

10 **SUP. BURKE:** I HAVE NOTHING FURTHER.

11

12 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT. I HAVE NO ADJOURNING MOTIONS
13 TODAY, AND I'M SORRY, WE DID 19?

14

15 **CLERK SACHI HAMAI:** YES. WE HAVE THE TWO REPORTS, 52 AND 55.

16

17 **CHAIRMAN YAROSLAVSKY:** 52 AND 55, ALL RIGHT, LET'S TAKE --
18 THOSE ARE DISCUSSION ITEMS, CORRECT?

19

20 **CLERK SACHI HAMAI:** CORRECT.

21

22 **CHAIRMAN YAROSLAVSKY:** LET'S TAKE 52. HE ALREADY SPOKE ON THIS.
23 52. IS THIS MR. FUJIOKA'S RECOMMENDATION, OR REPORT? THIS IS
24 52, THE HEALTH PLANS?

25



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1 **SUP. BURKE:** I JUST HAVE A COUPLE OF QUESTIONS.

2

3 **C.E.O. FUJIOKA:** I BELIEVE YOU ASKED THAT WE'RE CONTINUING THIS
4 ITEM TO ALLOW STAFF TO MEET WITH THE REPRESENTATIVES FROM
5 KAISER, AND WE HAVE SEVERAL FOLKS FROM KAISER WHO ARE HERE TO
6 PROVIDE SOME INFORMATION TO THE BOARD. SO I'D LIKE TO BRING
7 THEM UP.

8

9 **CHAIRMAN YAROSLAVSKY:** YES. WOULD THE KAISER REPRESENTATIVES
10 COME FORWARD? MISS BURKE?

11

12 **SUP. BURKE:** I JUST HAVE A FEW QUESTIONS. I WANTED TO GET A
13 BETTER UNDERSTANDING ON HOW SOME OF THESE THINGS WORKED. I DID
14 HAVE AN OPPORTUNITY TO DISCUSS SOME OF THIS YESTERDAY. WE
15 RECEIVED A CHART YESTERDAY WHICH HAD A BREAKDOWN OF EXPECTED
16 UTILIZATION RATES AND ACTUAL UTILIZATION RATES. HOW ARE THE
17 EXPECTED UTILIZATION RATES DETERMINED?

18

19 **CHAIRMAN YAROSLAVSKY:** YEAH, AND IDENTIFY YOURSELF FOR THE
20 RECORD.

21

22 **BILL CASWELL:** SURE BILL CASWELL, KAISER PERMANENTE. AND I'M
23 JOINED BY?

24



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1 **DR. HOWARD FULLMAN:** I'M DR. HOWARD FULLMAN, I'M THE AREA
2 MEDICAL DIRECTOR OF WEST LOS ANGELES MEDICAL CENTER, KAISER
3 PERMANENTE.

4

5 **BILL CASWELL:** AND I'M SORRY, THE QUESTION WAS WHEN WE DO THE
6 PROJECTIONS ON EXPECTED UTILIZATION RATES?

7

8 **SUP. BURKE:** RIGHT. RIGHT, HOW ARE THOSE DETERMINED? THOSE ARE
9 NOT -- ARE THEY, THEY'RE NOT THE PRIOR YEAR'S UTILIZATION
10 RATES?

11

12 **BILL CASWELL:** NO, THERE IS A METHODOLOGY THAT'S FOLLOWED BY
13 KAISER AND OTHER HEALTH PLANS THAT LOOKS AT UTILIZATION, AND
14 THERE ARE DIFFERENT LEVELS OF UTILIZATION FROM INPATIENT DAYS
15 TO OUTPATIENT ACTIVITY TO PHARMACY, AND ALL OF THOSE ELEMENTS
16 ARE BASED UPON PRIOR ACTUAL, AND SOME OF THE ONE-TIME EVENTS
17 ARE THEN EXCLUDED, AND BASED UPON UNDERWRITING GUIDELINES,
18 THEY ARE PROJECTED TO THE FUTURE PERIOD, AND IN THE SITUATION
19 HERE WITH THE COUNTY, THAT WOULD BE THE ANNUAL 2008 PERIOD.

20

21 **SUP. BURKE:** SO THE ONE-TIME EVENTS ARE REMOVED? YOU TAKE THE
22 LAST YEAR, REMOVE THE ONE-TIME EVENTS, AND THEN THAT IS THE
23 EXPECTED?

24



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1 **BILL CASWELL:** THERE ARE MORE NUANCES TO IT, BUT IN GENERAL,
2 THAT IS THE WAY THAT THE RATE IS --

3

4 **SUP. BURKE:** OR EXTRAORDINARY UTILIZATION IN ONE PARTICULAR
5 MONTH OR SOMETHING, ARE THOSE REMOVED OR?

6

7 **BILL CASWELL:** NO, THOSE THINGS THAT IF THERE ARE TRENDS THAT
8 INDICATE HIGHER UTILIZATION OR LOWER UTILIZATION, THOSE ARE
9 PROJECTED AS CONTINUING BASED UPON WHATEVER FACTORS ARE WITHIN
10 THE COUNTY POPULATION.

11

12 **SUP. BURKE:** I SEE. SO THAT WE WOULD BE ABLE TO GET SOME
13 COMPARISON IN LOOKING AT THIS FOR NEXT YEAR IN TERMS OF HOW
14 EXPECTED WAS CONSISTENT WITH WHAT ACTUALLY HAPPENS NEXT YEAR?

15

16 **BILL CASWELL:** YEAH, ABSOLUTELY.

17

18 **SUP. BURKE:** YOU KNOW, MY UNDERSTANDING IS THAT ALL THE OTHER
19 HEALTH PROVIDERS PROVIDE US WITH THOSE UTILIZATION RATES BY
20 JUNE 30TH. I MEAN THROUGH JUNE 30TH BY AUGUST 1ST. ARE WE
21 GOING TO BE ABLE TO EXPECT THAT FROM KAISER NEXT YEAR?

22

23 **BILL CASWELL:** WHAT WE'VE SHARED WITH MANAGEMENT AND STAFF IS
24 THAT, AND I THINK MANY, IF NOT ALL THE SUPERVISORS ARE
25 FAMILIAR WITH KAISER PERMANENTE, AND WE ARE IMPLEMENTING A



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1 PROGRAM WHERE WE WILL HAVE CLAIMS DATA ON A MORE TIMELY AND
2 ACCURATE PERIOD. IT'S OUR EXPECTATION FOR FUTURE YEARS THAT WE
3 WILL -- WE CONTINUE TO USE MORE CURRENT DATA TO BE REFLECTIVE
4 OF CURRENT TRENDS AND WE WOULD IMPROVE UPON THAT AS WE GO
5 FORWARD IN AND BEYOND, YES.

6

7 **SUP. BURKE:** SO THAT IF WE GET ALL THE OTHER DATA BY AUGUST
8 1ST, THAT WE COULD EXPECT THAT NEXT YEAR BY AUGUST 1ST?

9

10 **BILL CASWELL:** YES.

11

12 **SUP. BURKE:** I JUST HAVE ONE QUESTION, SOMETHING WE DISCUSSED
13 YESTERDAY, AND THAT'S THE FAVORITE NATION ISSUE, THAT THE
14 FEDERAL GOVERNMENT BEING, YOU HAVE A FAVORITE NATION WITH
15 THEM, AND WHAT I AM TRYING TO GET A REALLY GOOD UNDERSTANDING
16 IS THAT HOW, FOR INSTANCE, YOU HAD A DECREASE BY S.E.I.U. A
17 FEW YEARS BACK. HOW DOES THAT FIT IN WITH THE FAVORITE NATION,
18 OR IS IT THE FAVORITE NATION THAT IT ALWAYS HAS TO BE -- YOU
19 HAVE TO GIVE THAT THEN TO THE FEDERAL GOVERNMENT IF YOU GIVE
20 US A DECREASE?

21

22 **BILL CASWELL:** WHAT WE SHARED WITH YOU YESTERDAY AND WHAT WE'VE
23 SHARED WITH MANAGEMENT AND THE STAFF IS THAT THERE IS A
24 PROVISION IN THE FEDERAL OR THE O.P.M. CONTRACT FOR KAISER
25 PERMANENTE, AND I BELIEVE OTHER HEALTH PLANS, AND IT'S CALLED



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1 A S.S.S.G. CLAUSE, WHICH STANDS FOR SIMILARLY SIZED SUBSCRIBER
2 GROUPS.

3

4 **SUP. BURKE:** YES.

5

6 **BILL CASWELL:** AND SO WE IDENTIFY THE FIVE LARGEST SIMILARLY
7 SIZED GROUPS, WHICH INCLUDES THE COUNTY OF LOS ANGELES.

8

9 **SUP. BURKE:** NOW, DOES THAT INCLUDE ALL OF OUR UNITS, OR DO YOU
10 BREAK OUT, FOR INSTANCE, CAN YOU BREAK OUT S.E.I.U.?

11

12 **BILL CASWELL:** YEAH, NO, THAT'S A GOOD QUESTION AND WE'VE
13 EXPLORED THAT. IT IS A COMBINATION OF ALL KAISER PERMANENTE
14 MEMBERSHIP IN AGGREGATE.

15

16 **CHAIRMAN YAROSLAVSKY:** IN THE COUNTY OF LOS ANGELES?

17

18 **BILL CASWELL:** CORRECT. AND SO MANAGEMENT IS INCLUDED WITH BOTH
19 THE COUNTY OF COALITION UNIONS, AS WELL AS THE S.E.I.U., THE
20 OPTIONS AND CHOICES PROGRAM.

21

22 **SUP. BURKE:** AND I GUESS WHAT I'M TRYING TO FIGURE OUT IS DOES
23 THAT MEAN IF ONE UNIT GETS A DECREASE THAT THERE'S
24 AUTOMATICALLY AN INCREASE SOMEWHERE ELSE TO KEEP THE -- TO
25 MEET YOUR FEDERAL EXPECTATION?



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1

2 **BILL CASWELL:** NO, WHAT IT IS A PROVISION IS IS THAT THE
3 METHODOLOGY, THE FORMULAS THAT ARE USED TO PRODUCE THE FEDERAL
4 RATE NEED TO BE CONSISTENT AND APPLIED SIMILARLY WITH THOSE
5 TOP FIVE OTHER EMPLOYER GROUPS. AND SO WHATEVER THE COMPUTER
6 SPITS OUT AS THE RATE FOR THE FEDS NEEDS TO BE THE SAME
7 PROGRAM, THE SAME METHODOLOGY, THE SAME ANALYSIS THAT WE WOULD
8 USE FOR THE COUNTY.

9

10 **SUP. BURKE:** THE SAME FORMULA?

11

12 **BILL CASWELL:** CORRECT.

13

14 **SUP. BURKE:** ALL RIGHT, I THINK I UNDERSTAND BUT I'M NOT SURE.
15 BUT I DON'T HAVE ANY OTHER QUESTIONS. I REALLY AM GOING TO
16 HAVE TO KIND OF FOLLOW-UP ON THAT BETTER UNDERSTANDING.

17

18 **CHAIRMAN YAROSLAVSKY:** SUPERVISOR MOLINA?

19

20 **SUP. MOLINA:** LET ME UNDERSTAND CORRECTLY. I KNOW WHEN I SAID
21 TO MY STAFF, I SAID I WAS IMPRESSED WITH WHAT THE UNIONS DID A
22 COUPLE OF YEARS AGO, AND AT THAT TIME KAISER WASN'T AS
23 RECEPTIVE TO THAT ISSUE BECAUSE THEY FELT AT THE END OF THE
24 DAY IT WASN'T GOING TO MAKE A DRAMATIC DIFFERENCE. BUT
25 OBVIOUSLY IT HAS, AS FAR AS UTILIZATION, BECAUSE THEY HAVE



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1 UNDERTAKEN NOT ONLY THE EMERGENCY ROOM SURCHARGE THAT GOES ON,
2 BUT THE OTHER KINDS OF PROGRAMS THAT THEY HAVE CREATED FOR
3 THOSE PEOPLE WITH DIABETES OR OTHER KINDS OF ISSUES, AS WELL.
4 SO, AND YOU'VE BEEN ABLE TO TRACK THE DIFFERENCE, CORRECT, FOR
5 THE REPRESENTED EMPLOYEES?

6

7 **BILL CASWELL:** CORRECT.

8

9 **SUP. MOLINA:** NOW, YOU WERE TRACKING ALSO THE NON-REPRESENTED
10 EMPLOYEES, I DIDN'T KNOW THAT YOU KNEW, HOW DOES ONE KNOW,
11 WHEN YOU GO IN WITH YOUR KAISER CARD, THAT YOU ARE A
12 REPRESENTED OR A NON-REP EMPLOYEE?

13

14 **BILL CASWELL:** LET ME SEE IF I UNDERSTAND THE QUESTION, WELL,
15 WHEN AN INDIVIDUAL IS IDENTIFIED, THE LAST PART I THINK WAS
16 YOUR QUESTION IS WHEN SOMEONE PRESENTS HIMSELF IN AN
17 OUTPATIENT OR HOSPITAL SETTING, THE CARDS ARE THE SAME.

18

19 **SUP. MOLINA:** THAT'S RIGHT.

20

21 **BILL CASWELL:** WHAT WE'RE ABLE TO IDENTIFY AND AGGREGATE DATA
22 IS ON THE BACK END, AND WE'RE ABLE TO PUT TOGETHER THE
23 UTILIZATION AND THE ENCOUNTERS BECAUSE WE'VE SEGREGATED THOSE
24 GROUPS BY ACCOUNT TYPE WITHIN THE COMPUTER SYSTEM, WITHIN THE
25 DATA SYSTEM.



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1

2 **SUP. MOLINA:** SO YOU ACTUALLY HAVE DATA THAT CLEARLY STATES
3 THAT OUR NON-REPRESENTED EMPLOYEES HAVE HIGHER UTILIZATION OF
4 CERTAINLY THE EMERGENCY ROOM, RIGHT?

5

6 **BILL CASWELL:** CORRECT. WELL, KEEP GOING. THERE IS REPORTS, AND
7 SOME OF THE WORK THAT WE'VE DONE AROUND THE KIND, AND I KNOW
8 EVERYONE FAMILIAR WITH THE CASA MITIGATION GOALS AND
9 OBJECTIVES, AND A COUPLE OF YEARS AGO WE HAD A MAJOR EFFORT TO
10 ENGAGE WITH THE UNIONS ON THAT, AND RECENT MEETINGS WITH BILL
11 FUJIOKA AND SENIOR MANAGEMENT HERE IN THE COUNTY, THEY HAVE
12 AGAIN, THEY HAVE COMMITTED TO WANT TO PARTNER IN THAT WAY, AND
13 THOSE MEETINGS HAVE BEEN SCHEDULED AND THAT WORK IS BEING
14 LAUNCHED.

15

16 **SUP. BURKE:** RIGHT.

17

18 **SUP. MOLINA:** WHEN YOU SAY PARTNER IN WHAT WAY?

19

20 **BILL CASWELL:** WHAT THE CASA MITIGATION GOALS AND OBJECTIVES
21 IDENTIFY IS THAT THERE ARE OPPORTUNITIES TO WORK WITH AND
22 THROUGH LEADERSHIP OF UNIONS AND MANAGEMENT TO EDUCATE AND
23 ALIGN WITH THE EMPLOYEES TO IMPROVE THEIR HEALTH STATUS. AND
24 THERE'S TWO MAJOR AREAS, ONE IS AROUND WELLNESS AND
25 PREVENTION.



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1

2 **SUP. MOLINA:** SURE.

3

4 **BILL CASWELL:** AND SO THERE IS EDUCATION, THERE'S ON SITE
5 ACTIVITIES THAT KAISERPERMANENTE.ORG OFFERS TO MEMBERS,
6 THERE'S THINGS THAT WE CAN DO ONSITE THROUGH HEALTH FAIRS AND
7 THROUGH OTHER TYPES OF MAILINGS AND THINGS THAT WE HAVE FOUND
8 ARE A PROACTIVE WAY TO DEAL WITH WELLNESS. WHAT WE ALSO, IF --

9

10 **SUP. MOLINA:** GO AHEAD.

11

12 **BILL CASWELL:** OKAY, WHAT WE ALSO THEN ARE ABLE TO DO IS MODEL
13 SOME OF THE CHRONIC MEDICAL CONDITIONS, INDIVIDUALS WITH
14 DIABETES, HEART FAILURE, CORONARY DISEASE, DEPRESSION, AND BE
15 ABLE TO THEN CREATE INTERVENTIONS, WHETHER IT'S THROUGH THE
16 MEDICATION, WHETHER IT'S THROUGH, WE CALL IT POPULATION CARE
17 MANAGEMENT, AND TRY TO WORK WITH THOSE GROUPS ON AN INDIVIDUAL
18 BASIS TO IMPROVE THE STATUS OF THOSE INDIVIDUALS, BLENDING THE
19 TWO IS A LOT OF WORK AND DR. FULLMAN CAN ADDRESS THAT AND WHAT
20 WE DO WITH SCREENINGS. AND WHETHER IT'S ON THE MAMMOGRAPHY,
21 AND WOMEN AND CHILDREN'S SERVICES, WHETHER IT'S IN THE MALE
22 AND COLORECTAL AND OTHER THINGS, VERY PROACTIVE IN LEADING THE
23 COUNTRY IN MANY OF THOSE ELEMENTS.

24



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1 **SUP. MOLINA:** WELL, I GUESS THAT'S THE ISSUE, THAT IS THE ISSUE
2 FOR ME, BECAUSE IF YOU HAVE A NON-REPRESENTED EMPLOYEE WHO
3 SHOWS UP WITH CHILDREN WITH ASTHMA ON A REGULAR BASIS, FOR
4 EXAMPLE, IN THE EMERGENCY ROOM, OR A DIABETIC THAT'S AN
5 ONGOING, NON-REPRESENTED, I KNOW THAT WHAT THE UNIONS HAVE
6 DONE, AND AGAIN, THAT'S WHAT I FOUND SO FASCINATING ABOUT THE
7 WORK THAT THEY DID, IS THAT THEY SAID WE'RE GOING TO LOOK AT
8 THIS GROUP AND SEE WHAT KIND OF WELLNESS PROGRAM WE CAN PUT
9 THEM ON AND GET THEM STARTED IN CONJUNCTION WITH KAISER DOCS
10 AND SO ON. SO IT'S MY UNDERSTANDING THAT, I DON'T KNOW HOW
11 IT'S DONE, BUT THEY'VE CREATED THESE PROGRAMS, AND I KNOW THAT
12 KAISER HAS BEEN VERY AGGRESSIVE IN CREATING ALL KINDS OF
13 PROGRAMS AROUND WELLNESS, WE SEE A LOT OF THEM IN THE
14 COMMUNITY AND WE'RE VERY PROUD OF THAT. BUT I'M NOT SURE HOW
15 YOU DIFFERENTIATE, IF YOU HAVE A NON-REP EMPLOYEE WHO IS GOING
16 IN THERE AND YOU SEE HIM CONSTANTLY THERE BECAUSE OF DIABETIC
17 ISSUES IN EMERGENCY, FOR EXAMPLE, DON'T YOU THINK THAT THEY
18 SHOULD HAVE -- OR JUST AS A KAISER, THAT THEY SHOULD HAVE THE
19 SAME INTERVENTION AS A REPRESENTATIVE EMPLOYEE?

20

21 **BILL CASWELL:** LET ME MAKE ONE COMMENT AND I KNOW DR. FULLMAN
22 WILL WANT TO JUMP IN.

23

24 **SUP. MOLINA:** OKAY.

25



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1 **BILL CASWELL:** AND THERE IS A VERY BIG AND IMPORTANT
2 PHILOSOPHICAL POSITION THAT YOU JUST HIGHLIGHTED IN
3 PERMANENTE MEDICINE, AND IT IS THAT WE PROVIDE AND OFFER THE
4 SAME LEVEL OF QUALITY CARE AND THE SAME AMOUNT OF INTERVENTION
5 AND PROACTIVE ACTIVITIES TO EVERYONE WHO IS A KAISER
6 PERMANENTE MEMBER.

7

8 **SUP. MOLINA:** YOU DO?

9

10 **BILL CASWELL:** CORRECT. WHAT WE HAVE DONE WITH, AND LAUNCHED
11 OVER THE LAST 18 TO 24 MONTHS WITH S.E.I.U. IS ABOVE AND
12 BEYOND THAT AS FAR AS COMMUNICATION AND EDUCATION AND THROUGH
13 NEWSLETTERS AND ONSITE THINGS. BUT THE VERY HIGH LEVEL OF
14 PROACTIVE WORK IS DONE EVERY DAY THROUGH ALL THE MANY
15 CAREGIVERS WITHIN KAISER TO ALL MEMBERS WHETHER THEY'RE
16 MANAGEMENT, UNION OR OTHERWISE.

17

18 **SUP. MOLINA:** SO THE DIFFERENCE AGAIN BETWEEN REPS AND NON-REPS
19 IS THAT THERE'S JUST A MORE PROACTIVE INFORMATION, YOU KNOW,
20 EDUCATION, HEALTH EDUCATION SYSTEM FOR THEM. I FIND THAT HARD
21 TO BELIEVE, I MEAN YOU'RE SAYING IT SO I HAVE TO ACCEPT IT,
22 BUT I FIND IT HARD TO BELIEVE, AND THAT'S DEMONSTRATED IN YOUR
23 TRACKING INFORMATION?

24



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1 **DR. HOWARD FULLMAN:** YES, SUPERVISOR, IF I MAY, AGAIN, I'M
2 HOWARD FULLMAN, I'M THE MEDICAL DIRECTOR OF WEST LOS ANGELES
3 KAISER PERMANENTE. YES, WE TREAT ALL OF OUR MEMBERS THE SAME,
4 WE DON'T DIFFERENTIATE BASED UPON WHAT SEGMENT OF A GROUP
5 THEY'RE IN OR WHAT GROUP THEY'RE IN, WE TREAT EVERYBODY WELL.
6 AND WE'VE HAD LOTS OF SUCCESSES IN THE CARE OF PATIENTS WITH
7 CHRONIC DISEASE BECAUSE NOT ONLY DO WE PROVIDE EXCELLENT CARE
8 BETWEEN A DOCTOR AND A PATIENT, BUT IN ADDITION WE HAVE
9 REGISTRIES OF PATIENTS WHO HAVE CHRONIC AILMENTS, AND WE MAKE
10 SURE THROUGH POPULATION CARE MANAGEMENT THAT WE APPLY A SET OF
11 INTERVENTIONS TO THEM THAT HAVE BEEN SCIENTIFICALLY PROVEN TO
12 BE EFFECTIVE. SO, FOR EXAMPLE, DIABETIC PATIENTS, WE TRACK HOW
13 THEIR CONTROL IS AND WE ARE PROACTIVELY ALWAYS TRYING TO
14 IMPROVE THEIR CONTROL. WE TRACK WHAT KIND OF SCREENING THEY'VE
15 HAD FOR EARLY RENAL DISEASE OR RETINAL DISEASE AND WHATNOT,
16 AND WE TRACK THIS IN A VERY SYSTEMATIC WAY. WE DO NOT TREAT
17 ANYBODY DIFFERENTLY IN ANY OF THE SUBGROUPS OF THE COUNTY, OR
18 ANY OF OUR GROUPS WHATSOEVER, EVERYBODY HAS THIS CARE, AND IF
19 SOMEONE HAS A CHRONIC CONDITION, WE TREAT THEM THIS WAY. AND
20 AS A RESULT, WE ARE HITTING BENCHMARK, NATIONAL BENCHMARK
21 PERFORMANCES, IN THE WAY WE ARE ACHIEVING RESULTS IN CHRONIC
22 DISEASE AND THE WAY WE'RE SCREENING AND PREVENTING DISEASES
23 SUCH AS BREAST CANCER. SIMILAR KINDS OF APPROACHES IN TERM OF
24 SCREENING FOR MAMMOGRAPHY WHERE WE'RE HITTING NATIONAL
25 BENCHMARK LEVELS OF MAMMOGRAPHY RATES IN OUR ENTIRE



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1 MEMBERSHIP. SO WE DO NOT DISTINGUISH BETWEEN GROUPS, AND WE
2 BELIEVE THAT IN ADDITION TO HAVING A VERY IMPORTANT DOCTOR-
3 PATIENT RELATIONSHIP, WHICH WE CERTAINLY DON'T WANT TO DILUTE,
4 THAT WE WRAP AROUND THAT THESE KINDS OF PROGRAMS, AND THAT IS
5 HOW WE'RE ACHIEVING THESE KINDS OF THESE RESULTS. BUT THE ONLY
6 DIFFERENCE I CAN THINK OF BETWEEN THE UNION AND THE NON-
7 REPRESENTED IS REALLY THIS PROACTIVE COMMUNICATION CAMPAIGN,
8 NOTHING DIFFERENT ABOUT THE CARE WHATSOEVER THAT I CAN THINK
9 OF.

10

11 **SUP. MOLINA:** WELL THE INCREASE IS SO FAR DRAMATIC THAT IT'S
12 HARD TO BELIEVE THAT IT IS JUST THAT. I MEAN ACCEPT IT THAT
13 THAT'S WHAT IT IS, BUT I TAKE IT THAT PROBABLY AS OTHER
14 FACTORS, AND AGAIN I DON'T KNOW WHAT THE NUMBERS ARE, I MEAN
15 THERE MAY BE AN OLDER AGE GROUP IN THAT OR OTHER KINDS OF
16 FACTORS THAT ALSO CONTRIBUTE, IT CAN'T BE JUST THE ONE
17 SINGULAR.

18

19 **DR. HOWARD FULLMAN:** YEAH. I WOULDN'T SUGGEST CERTAINLY THAT
20 THAT IS THE ONLY THING ACCOUNTING FOR THE DIFFERENCES IN THE
21 OUTCOMES, BECAUSE THE POPULATIONS ARE NOT DIFFERENT, AGE MIGHT
22 BE DIFFERENT, INCIDENCE OF CERTAIN DISEASES MIGHT BE
23 DIFFERENT. SO UNLESS YOU HAD IDENTICAL POPULATIONS AND ONLY
24 HAD THE PROACTIVE CAMPAIGN FOR ONE AND NOT THE OTHER, YOU'D
25 ONLY BE ABLE TO TELL THAT THAT WAS THE EFFECTIVE THING BECAUSE



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1 YOU HAVE DIFFERENT POPULATIONS OF FOLKS, AND I THINK YOU'VE
2 IDENTIFIED SOME OF THE FACTORS. BUT CERTAINLY WE BELIEVE THAT
3 PROACTIVITY AND COMMUNICATION HAS SOME ADDED BENEFIT, IT MAY
4 NOT BE THE EXCLUSIVE EXPLANATION.

5

6 **SUP. MOLINA:** WELL, YOU KNOW ONE OF THE THINGS THAT, WE HAVE TO
7 PLAY ALL SIDES OF THIS THING, WE ARE A HEALTH PROVIDER, AND SO
8 WE HAVE A LOT OF COSTS ASSOCIATED IN PROVIDING HEALTH CARE, WE
9 ARE VERY MUCH INTERESTED IN THE OUTCOME IN SACRAMENTO AS TO
10 HOW THAT IS GOING TO SHAKE DOWN, WE'RE HOPEFUL AND GRATEFUL TO
11 THE GOVERNOR AND THE SPEAKER AS WELL AS THE PRO TEM IN THEIR
12 EFFORTS TO TRY AND CREATE SOME KIND OF A PROGRAM, BECAUSE OUR
13 UNINSURED POPULATION IS ESCALATING. AND UNFORTUNATELY WHAT
14 WE'RE SEEING IS MORE AND MORE EMPLOYERS OUT THERE OPTING OUT
15 OF PROVIDING HEALTHCARE COVERAGE FOR THEIR EMPLOYEES, WHICH
16 CREATES A BIGGER STRAIN ON US. BUT I MUST SAY THAT AS ALSO AS
17 AN EMPLOYER, AND PROBABLY ONE OF THE LARGEST EMPLOYERS IN THE
18 REGION, THE ESCALATING COST OF OUR PREMIUMS IS ALSO SOMETHING
19 THAT IS A PROBLEM FOR US. I THINK THAT AGAIN LIKE ANYTHING
20 ELSE, WE AS POLITICIANS ARE NOT THE BEST ONES TO MAKE, YOU
21 KNOW, TO CREATE WHAT IS THE BEST KIND OF A HEALTHCARE PLAN, TO
22 PROVIDE HEALTHCARE FOR EVERYONE. YET WHEN THE INDUSTRY ITSELF
23 IS NOT INVOLVED IN PROVIDING THAT ASSISTANCE, IT IS UP TO THE
24 POLITICIANS TO GET INVOLVED IN THESE ISSUES. I THINK THAT
25 AGAIN WE ARE VERY CONCERNED, AND I KNOW THAT, AND I GUESS, YOU



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1 KNOW, YOU ALL SHOULD BE GRATEFUL TRYING TO TAKE KAISER AWAY AS
2 AN OPTION TO ANY OF OUR EMPLOYEES IT PROBABLY, YOU KNOW, BE
3 THE END OF US AS SUPERVISORS UP HERE. SO THEY LOVE THEIR
4 KAISER. THE ISSUE IS THAT THE ESCALATING PREMIUMS ARE REALLY
5 HAVING AN UNBELIEVABLE DRAIN, AND, AGAIN, I HOPE WE NEVER GET
6 INTO A SITUATION WHERE WE'RE NOT GOING TO BE PROVIDING THAT
7 KIND OF A BENEFIT TO OUR EMPLOYEES. BUT WE MUST SAY THAT THESE
8 ESCALATING PREMIUMS ARE, AGAIN, CREATING IT -- WE REALLY WANT
9 TO UNDERSTAND BETTER WHY, AND MORE IMPORTANTLY HOW TO PREVENT
10 IT. AND I REALLY APPLAUD NOT ONLY THE UNIONS BUT I APPLAUD YOU
11 IN WORKING WITH THE UNIONS. I THINK THEY CAME UP WITH NOT A
12 BAD PLAN, A GOOD IDEA, WILLING TO BE PATIENT, WORKING WITH ALL
13 ASPECTS OF IT. BUT I THINK WE HAVE TO EXPAND IT BECAUSE IT'S
14 LIKE ANYTHING ELSE, I MEAN, YOU NEED TO STAY IN BUSINESS, WE
15 NEED TO CONTINUE TO PROVIDE IT. BUT THESE ESCALATING PREMIUMS
16 IS SOMETHING THAT JUST NOT, I MEAN THE ONGOING INCREASES IS
17 JUST DEBILITATING FOR US ON ALL LEVELS, AND WHILE WE'VE BEEN
18 FORTUNATE TO HAVE A HEALTHY BUDGET FOR A WHILE, THERE ARE
19 GOING TO BE THOSE LEANER TIMES, AND IT BE REALLY UNFORTUNATE
20 THAT WE ARE GOING TO HAVE TO START, YOU KNOW, SCALING BACK THE
21 KIND OF SERVICES AND FRINGES THAT WE'RE PROVIDING OUR
22 EMPLOYEES. BUT I REALLY WOULD HOPE THAT YOU WOULD WORK WITH US
23 IN THE YEARS TO COME AS TO HOW WE CAN STRENGTHEN OUR
24 RELATIONSHIP SO THAT WE ARE ON A MORE EQUAL SETTING WITH, OR
25 EQUAL FOOTING WITH THESE PREMIUMS, AND HOPEFULLY TO GET



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1 CONTROL OF THEM. I'M SURE YOU'RE NOT INTERESTED IN BRINGING
2 HIGHER COSTS TO HEALTHCARE OR TO US, BUT IT IS SOMETHING THAT
3 EVENTUALLY WE'RE GOING TO HAVE TO MAKE HARD DECISIONS ON AND
4 IT WOULD REALLY BE A SHAME TO NOT HAVE THAT AS AN OPTION THAT
5 ALL OF THE EMPLOYEES SO FAR ENJOY. SO HOPEFULLY IT'S GOING TO
6 BE THAT KIND OF WORKING PARTNERSHIP, BECAUSE UP TILL NOW IT
7 WAS HARD FOR ME TO UNDERSTAND WHY ALL OF A SUDDEN REPS AND
8 NON-REPS, IT'S NOT LIKE THEY GO IN THERE WITH SOME KIND OF A
9 IDENTIFIER ON THEIR FOREHEAD, HOW DID YOU KNOW, BUT I GUESS IS
10 AT THE END OF THE DAY YOU DO KNOW BECAUSE YOU CAN TRACK THEM.
11 I THINK IT WOULD BE WORTHWHILE TO ALSO GIVE US RECOMMENDATIONS
12 OF WHAT THINGS WE NEED DO, BECAUSE WE'RE WILLING ON OUR END TO
13 DO THE SAME KIND OF THINGS, AND IF IT'S THAT EDUCATION
14 NEWSLETTER, BELIEVE ME, WE WOULD BE MORE THAN HAPPY TO CARRY
15 OUT THAT SAME PROGRAM IF IT'S GOING TO BRING DOWN THOSE
16 PREMIUMS.

17

18 **DR. HOWARD FULLMAN:** WELL, WE'RE CERTAINLY INTERESTED IN
19 PARTNERING WITH THE COUNTY IN ANY WAY POSSIBLE AND I'M STILL A
20 PRACTICING PHYSICIAN, THESE ARE PEOPLE WHO ARE VERY IMPORTANT
21 TO ME IN TERMS OF OUTCOMES AND THE ABILITY TO HAVE AFFORDABLE
22 HEALTHCARE. SO I KNOW WE'RE ALL COMMITTED TO THAT AND WE DO
23 WISH TO PARTNER WITH YOU.

24



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1 **CHAIRMAN YAROSLAVSKY:** ANY OTHER DISCUSSION? MR. FUJIOKA?
2 ANYTHING YOU WANTED TO ADD?

3

4 **C.E.O. FUJIOKA:** WHAT SUPERVISOR MOLINA TOUCHED ON IS EXACTLY
5 THE CONVERSATION I HAD WITH KAISER, WE'VE TALKED TO THEM,
6 WE'VE MET WITH THEM, BASED ON THEIR INFORMATION AND
7 INFORMATION CONFIRMED BY OUR CONSULTANT, THEY DID SAY THAT OUR
8 UTILIZATION RATES WENT UP. I STILL HAVE CONCERNS ABOUT THE
9 FACT THAT THE AMOUNT OF MONEY WE'RE PAYING FOR OUR HEALTHCARE
10 IS GOING UP SIGNIFICANTLY EVERY SINGLE YEAR. WE SHOULD DEVELOP
11 THIS PARTNERSHIP TO LOOK AT WAYS TO CONTROL COSTS, BASICALLY
12 HAVE A HEALTHIER WORKFORCE. SO WE WILL BE WORKING WITH KAISER
13 ON THIS. BUT WE STILL NEED TO WATCH THIS VERY CAREFULLY
14 BECAUSE THE INCREASES HAVE BEEN, I THINK, EXTRAORDINARY THE
15 LAST FEW YEARS.

16

17 **SUP. ANTONOVICH:** MAY I ASK A QUESTION?

18

19 **CHAIRMAN YAROSLAVSKY:** MR. ANTONOVICH.

20

21 **SUP. ANTONOVICH:** BILL, ARE YOU COMFORTABLE THAT YOU RECEIVED
22 THE NECESSARY INFORMATION FROM KAISER THAT YOU WERE SEEKING
23 RELATIVE TO THE INCREASE?

24



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1 **C.E.O. FUJIOKA:** AT THIS POINT IN TIME WE HAVE THE INFORMATION
2 WE NEED. THERE WERE SOME CONCERNS, I'VE TALKED TO KAISER, THEY
3 SAID EACH POINT IN TIME THEY DID PROVIDE THAT INFORMATION, BUT
4 IN TALKING TO OUR CONSULTANT, THERE WAS SOME CONCERNS
5 REGARDING THE TIMELINESS OF SOME OF THAT INFORMATION.

6

7 **SUP. ANTONOVICH:** AND KAISER STATES THAT IT WILL BE PENALIZED
8 IF IT MAKES CONCESSIONS TO THE OTHER LARGE CUSTOMERS THAT THEY
9 CONTRACT WITH. DO WE KNOW WHAT THE RATES ARE THAT KAISER
10 CHARGES THE OTHER LARGE BUSINESSES OR?

11

12 **C.E.O. FUJIOKA:** I DON'T KNOW IF WE HAVE THAT. DO WE HAVE THAT?
13 NO, NO, WE DON'T HAVE THAT. BUT I'D VENTURE TO --

14

15 **SUP. ANTONOVICH:** AND ARE WE ABLE TO GET THAT INFORMATION.

16

17 **C.E.O. FUJIOKA:** I DON WANT TO GUESS BUT, BUT I WOULD DOUBT IF
18 THE OTHER LARGE PROVIDERS ARE HAPPY WITH THEIR INCREASES. THE
19 INCREASES ARE NOT UNIQUE TO JUST THE COUNTY, BECAUSE WHEN I
20 WORKED DOWN THE STREET, THERE WAS ALSO SOME PRETTY HIGH
21 INCREASES.

22

23 **SUP. ANTONOVICH:** AND WOULD KAISER GIVE US THAT INFORMATION,
24 WHAT YOU CHARGE THE OTHER GOVERNMENTAL?

25



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1 **BILL CASWELL:** LET ME SEE IF I UNDERSTAND, SUPERVISOR, YOUR
2 COMMENT. IT IS NOT COMPARABLE RATES BUT COMPARABLE
3 METHODOLOGY, AND WHAT THE COUNTY INITIATED A COUPLE OF YEARS
4 AGO WAS AN AUDIT PERFORMED BY MERCER CONSULTING THAT WENT IN
5 TO VALIDATE THE AUTHENTICITY AND THE ACCURACY OF THE
6 METHODOLOGY, WERE THE ACTIVITIES THAT OCCURRED WITHIN THE
7 COUNTY POPULATION, DID THEY BUILDUP TO THE RENEWAL RATE THAT
8 WAS THEN PRESENTED AND ACCEPTED BY THIS BOARD? THAT AUDIT WAS
9 DONE, AND IT WAS DEEMED THAT THE METHODOLOGY WAS ACCURATE AND
10 CONSISTENT. AND THEN THERE WAS A PARALLEL WORK WAS WERE THERE
11 ALSO ACTIVITIES WITHIN OTHER COMPARABLE PUBLIC AGENCIES HERE
12 IN L.A. AND HOW DID THEY COMPARE? NOW THERE WASN'T THE WHOLE
13 ANALYTICS AROUND THE BUILDUP OF THAT METHODOLOGY, BUT FROM A
14 CONSULTING PERSPECTIVE BECAUSE THE BENEFITS ARE OFTENTIMES
15 DIFFERENT BETWEEN THE POPULATIONS BECAUSE OF THE TIMING OF THE
16 RENEWALS ARE DIFFERENT AND THE UTILIZATION WOULD CLEARLY NOT
17 BE MIRRORED RESPECTIVELY, IT WAS FELT THAT THERE WAS
18 COMPARABILITY BETWEEN THE TWO. IN SO FAR AS METHODOLOGY AND
19 RATIONALE FOR WHAT WAS SIMILAR AND WHAT WAS DIFFERENT. SO I
20 THINK THAT MIGHT HAVE ANSWERED YOUR QUESTION, BUT.

21
22 **SUP. ANTONOVICH:** BUT DOESN'T THAT VARIOUS INTERPRETATION AND
23 ANALYSIS OF THE DATA BASICALLY FAVOR WHATEVER YOU WANT TO SAY
24 THOSE NUMBERS ARE?



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1 **BILL CASWELL:** OH ABSOLUTELY NOT. THERE IS, AND AGAIN, YOU
2 KNOW, THERE IS MY OPINION BUT ALSO THAT OF YOUR INDEPENDENT
3 CONSULTANTS, MERCER, THAT WOULD SUGGEST THAT TO BUILD UP THE
4 RATE, THERE IS CLEARLY A SERIES OF ACTIVITIES, WHETHER THEY'RE
5 INPATIENT ACTIVITIES, OUTPATIENT, PHARMACY AND THE LIKE THAT
6 CREATE COSTS OR EXPENSES THAT THEN ARE GENERATED INTO AN
7 EXPENSE TREND, AND WITH THAT, THE RATE IS BUILT UP. CLEARLY
8 I'VE OVERSIMPLIFIED ALL OF THE ANALYTICS THAT GO INTO IT, BUT
9 WHAT MERCER WAS ABLE TO DO IS TO SAY WHERE ALL OF THESE THINGS
10 IN AGGREGATE, DID THEY ADD UP TO THE RATE THAT WAS PRESENTED
11 TO COUNTY FOR THE RENEWAL AND DID IT EXPLAIN THE DIFFERENCE IN
12 THE RATE INCREASE, AND --

13

14 **SUP. ANTONOVICH:** IN THE BEGINNING YOU STATED THAT THE LARGER
15 EMPLOYERS HAD SOME TYPE OF A PARTICULAR RATE, AND WE WERE ONE
16 OF THE THREE LARGEST PART OF THAT GROUP, RIGHT? SO YOU'RE
17 DOING MORE THAN JUST THE SIZE.

18

19 **BILL CASWELL:** MAYBE I CAN CLARIFY?

20

21 **SUP. ANTONOVICH:** YOU'RE DEVELOPING A DIFFERENT FORMULA IN
22 SPITE OF THE SIZE OF THE ENTITY. SO JUST BECAUSE YOU'RE LARGE
23 DOESN'T MEAN YOU'RE GOING TO RECEIVE A COMPARABLE RATE AS
24 ANOTHER LARGE -- THE OTHER TWO LARGE EMPLOYERS?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **BILL CASWELL:** YEAH, AND MAYBE I WAS CONFUSING IN MY
2 EXPLANATION, I APOLOGIZE. THE S.S.S.G., THE COMMENT AROUND THE
3 FEDS AND THEN THE TOP FIVE LARGEST EMPLOYER GROUPS WAS AROUND
4 METHODOLOGY, WAS THE FORMULA USED TO BUILD UP THOSE RATES
5 COMPARABLE TO BUILD UP THE COUNTY RATE? IT'S THE ANALYTICS,
6 IT'S THE MATH. THE ACTUAL RATE THAT COMES OUT IS A FUNCTION OF
7 THE UNIQUE PROPERTIES OF THAT SPECIFIC GROUP. SO IF ONE GROUP
8 HAS A RICHER BENEFIT OR A LESS RICH BENEFIT, AN OLDER
9 POPULATION, A HIGHER UTILIZATION, A LESS HIGH UTILIZATION.
10 THOSE ARE THE THINGS THAT ACTUALLY COME OUT TO BE THE RATE,
11 THE RATES WILL PROBABLY NEVER BE THE SAME, CLEARLY. THE
12 METHODOLOGY IS WHAT WE'RE HELD TO, AND THAT WE HAVE CONSISTENT
13 MATH BETWEEN THE FIVE LARGEST GROUPS.

14

15 **SUP. ANTONOVICH:** BUT THE FINAL COST IS GOING TO BE DETERMINED
16 ON THE METHODOLOGY THAT YOU DEVISE AND IT WON'T BE PREDICATED
17 UPON THE SIZE OF THE UNIT THAT'S CONTRACTING WITH YOU?

18

19 **BILL CASWELL:** I'M NOT --

20

21 **SUP. ANTONOVICH:** SO THAT IF WE GET MORE PEOPLE IN OUR
22 WORKFORCE, THAT DOESN'T CORRELATE TO A LOWER COST IN PREMIUM?

23

24 **BILL CASWELL:** THAT'S CORRECT, THERE IS -- AND THERE'S
25 CERTAINLY IN OTHER PLACES, IN OTHER INDUSTRIES WHERE THERE IS



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1 A QUANTITY DISCOUNT OR SOME KIND OF EVENT LIKE THAT. WHAT
2 KAISER PERMANENTE DOES, AND THERE'S A DIFFERENCE AND THE WORDS
3 ARE IMPORTANT, THE COSTS THAT WE INCUR, IF THERE IS X NUMBER
4 OF DELIVERIES, Y NUMBER OF HEART SURGERIES, THOSE ADD UP AND
5 THEY MAY BE DIFFERENT BETWEEN GROUPS, THOSE ADD UP TO WHAT IS
6 THE REVENUE THAT'S REQUIRED AND THEN WE SET THE RATE?

7

8 **SUP. ANTONOVICH:** SO YOU HAVE A BASE RATE AND THEN YOU DO THE
9 ADD-ONS DEPENDING UPON THE NUMBER OF BIRTHS OR WHATEVER
10 PARTICULAR AILMENT?

11

12 **BILL CASWELL:** NO, IT'S BUILT UP BY THE UTILIZATION OF THE
13 EMPLOYER GROUP. AND SO IT GOES DOWN TO THE UTILIZATION ON AN
14 ANNUAL BASIS AS TO WHAT ARE THE EXPENSES INCURRED, WHETHER
15 IT'S THE COUNTY, THE SCHOOL DISTRICT, OR --

16

17 **SUP. ANTONOVICH:** SO YOU COULD SHOW US THE BIRTH RATE INCREASE
18 OR THE OPEN HEART SURGERY INCREASE FROM THE PREVIOUS YEAR
19 WHICH CAUSED THE RATES TO INCREASE DRAMATICALLY THIS YEAR.

20

21 **BILL CASWELL:** YES.

22

23 **SUP. ANTONOVICH:** AND HAVE YOU GIVEN US THAT INFORMATION?

24

25 **BILL CASWELL:** YES.



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1

2 **SUP. ANTONOVICH:** OF ALL THE VARIOUS DISEASES THAT WE HAVE NOW
3 HAVE CAUSED TO IMPACT THE RATE?

4

5 **BILL CASWELL:** YEAH, A GOOD QUESTION. WE ARE ABLE TO -- AND
6 THIS IS A MISERISM, BEING ABLE TO HAVE THAT KIND OF DETAIL,
7 THAT CLAIMS-TYPE DETAIL THAT THE OTHER CARRIERS DO BECAUSE
8 THEY DON'T HAVE THE INTEGRATED SYSTEM, WE ARE NOW MOVING INTO
9 BEING ABLE TO DO THAT BETTER. WHAT WE ARE ABLE TO DO IS
10 AGGREGATE IT CLINICALLY INTO SOME OF THE MAJOR CATEGORIES AND
11 DISEASE STATES. SO WE CAN SAY THAT SURGERIES WENT UP, MEDICAL
12 PROCEDURES WENT UP OR DOWN, PHARMACY BRAND VERSUS GENERIC WENT
13 UP OR DOWN, AND IN SOME OF THOSE WE COULD ACTUALLY SAY FOR
14 OBSTETRICS THE NUMBER OF HIGH RISK DELIVERIES. BUT THE
15 GRANULAR LEVEL, WHETHER IT'S -- AND THERE'S A CATEGORIZATION
16 CALLED D.R.G. DIAGNOSTIC RELATED GROUPS, WE'RE NOT THERE,
17 ALTHOUGH WE'VE COMMITTED TO WORK WITH COUNTY AND WITH MERCER
18 TO BE ABLE TO DELIVER THAT. AND OUR GOAL IS TO GET MORE
19 GRANULAR HERE BY THE END OF THE YEAR.

20

21 **SUP. ANTONOVICH:** SO WE CAN RECEIVE THAT INFORMATION?

22

23 **BILL CASWELL:** YES, OH, AND AS SOON AS WE ARE ABLE TO PRODUCE
24 IT, IT CERTAINLY BE AVAILABLE TO COUNTY, YES.

25



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1 **SUP. ANTONOVICH:** AND YOU COULD GIVE US LIKE THE PAST FIVE
2 YEARS, HOW THOSE VARIOUS, BE IT BIRTHS OR SURGERIES OR
3 WHATEVER, HAD INCREASED, WHICH HAS RESULTED IN THESE RATE
4 INCREASES OVER THE PAST FIVE YEARS?

5

6 **BILL CASWELL:** I DON'T KNOW ABOUT FIVE YEARS, I'M NOT SURE THAT
7 THE LEVEL OF THE DATA IS GOING TO BE THAT GRANULAR GOING
8 BACKWARDS, I KNOW A LOT OF THIS WORK HAS BEEN DONE IN THE LAST
9 TWO YEARS, BUT CERTAINLY, WHATEVER TREND WE HAVE AND WHATEVER
10 DETAILED DATA WE CAN SHOW AND WORK WITH AS FAR AS
11 UNDERSTANDING THE TRENDS AND WHAT'S GOING ON, WE'LL CERTAINLY
12 BE GLAD TO CHANGE.

13

14 **SUP. ANTONOVICH:** HOW DID YOU SET THE RATES TWO YEARS AGO IF
15 YOU DIDN'T HAVE THIS INFORMATION?

16

17 **BILL CASWELL:** THERE WAS, IN THE ABSENCE OF BEING, AND THIS IS
18 A LITTLE HISTORY IN KAISER PRICING, THERE'S A DIFFERENT
19 METHODOLOGY CALLED JUSTED COMMUNITY RATING, AND WHAT WE ARE
20 ABLE TO DO IS DETERMINE THAT IN AGGREGATE THERE WAS A CERTAIN
21 LEVEL OF UTILIZATION THAT THE MAJOR GROUPS INCURRED, AND THAT
22 COST WENT UP A CERTAIN PERCENTAGE. AND THEN THERE WERE SOME
23 CERTAIN LIMITED DATA ELEMENTS THAT WE KNEW CATASTROPHIC
24 CLAIMS, STOP LOSS ATTACHMENT CLAIMS AND THINGS, THAT WE KNEW
25 WE COULD THEN CREATE AND THAT WOULD BE GROUP-SPECIFIC. SO WE



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1 KNEW THAT PART OF IT WAS A POOLING OF EXPENSES AND PART OF IT
2 WAS L.A. COUNTY SPECIFIC. WHAT WE'VE MIGRATED TO OVER THE LAST
3 COUPLE OF YEARS IS TO BE MUCH MORE GRANULAR, MUCH MORE DATA
4 GIVEN AND MUCH MORE GROUP SPECIFIC IN THEIR EXPERIENCE.

5

6 **SUP. ANTONOVICH:** AND SEEING THESE VARIOUS INCREASES IN
7 AILMENTS AND PHARMACEUTICAL COSTS, IS KAISER INVOLVED IN A
8 PREVENTIVE HEALTH EFFORT TO EDUCATE THEIR MEMBERS TO LOSE
9 WEIGHT, TO EXERCISE, TO GET OFF THE POTATO CHIPS AND BIG MACS
10 AND GO TO A HEALTHIER DIET? ARE YOU DOING THAT TO CORRELATE SO
11 THAT THOSE INCREASES WILL DECREASE INSTEAD OF CONTINUALLY
12 INCREASE?

13

14 **BILL CASWELL:** WELL, ABSOLUTELY, THERE ARE A NUMBER OF THINGS
15 NOT ONLY ON KP.ORG AROUND HEALTH RISK APPRAISALS AND THEN ALL
16 THE MYRIAD OF PROGRAMS THAT TALK ABOUT LIFESTYLE, WELLNESS,
17 AND THOSE TYPES OF THINGS. BUT THEN WITH SPECIFIC EMPLOYER
18 GROUPS, WE'VE CREATED A COMPREHENSIVE PACKAGE CALLED Mplete
19 CARE, ND IT IS ABLE TO PARTNER WITH EMPLOYER GROUPS AND
20 CREATE THOSE TYPES OF AWARENESS AND ACTIVITIES. AS YOU WOULD
21 KNOW, IT'S A LITTLE BIT OF BRINGING THE HORSE TO WATER, TO
22 INVITE PEOPLE TO LEAD A HEALTHIER LIFESTYLE, TO OFFER SMOKING
23 CESSATION, WEIGHT REDUCTION, THOSE ARE ALL GOOD THINGS, PEOPLE
24 TAKING THE CLASSES IS A GOOD FIRST STEP, THEN ACTUALLY MAKING
25 THE CHANGE IN THEIR LIVES IS THE TEST.



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1

2 **SUP. ANTONOVICH:** AND I KNOW BLUE CROSS DOES A MAILING IN THEIR
3 PERIODICAL RELATIVE TO THE EXERCISE, THE HEALTHY, PREVENTATIVE
4 HEALTH INFORMATION, SO I WOULD ASSUME KAISER DOES THE SAME?

5

6 **BILL CASWELL:** IN A VERY BIG WAY.

7

8 **DR. HOWARD FULLMAN:** YES, AND IF I MAY, SUPERVISOR ANTONOVICH,
9 ONE OF THE THINGS WE'RE PROUD OF IS THAT WE ARE REALLY A TRULY
10 INTEGRATED SYSTEM, IN OTHER WORDS, WE HAVE EVERYTHING IN ONE
11 MAJOR ENTITY, AND WE HAVE AN EXTREMELY ROBUST HEALTH EDUCATION
12 DEPARTMENT WITH AN INCREDIBLE ARRAY OF OFFERING OF COURSES
13 THAT ARE AVAILABLE AT MULTIPLE FACILITIES IN MULTIPLE
14 LANGUAGES, OVER THE INTERNET, IN PERSON, SMALL GROUPS, LARGE
15 GROUPS, AND WE PROMOTE IT VERY HEAVILY AND IT'S BEING
16 SUBSCRIBED TO AT AN INCREDIBLY INCREASING RATE OVER TIME. SO
17 WE PROMOTE IT VERY HEAVILY, AND ACTUALLY WE THINK WE'RE
18 GETTING SOME TRACTION, WE'RE SEEING SOME CHANGES WHERE PEOPLE
19 ARE ACTUALLY STARTING TO PAY ATTENTION MORE TO PREVENTATIVE
20 CARE AND WE THINK THE THEME OF WELLNESS IS ONE OF THE GREAT
21 THEMES FOR HEALTHCARE DOWN THE ROAD, AND WE PLAN TO LEAD THAT
22 EFFORT.

23



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1 **SUP. ANTONOVICH:** WE HAVE A DISCOUNT FOR NON-SMOKERS, HAVE YOU
2 EVER CONSIDERED DISCOUNTS FOR THOSE WHO HAVE A HEALTHIER
3 LIFESTYLE VERSUS THOSE WHO CHOOSE NOT TO?

4

5 **BILL CASWELL:** YEAH, THAT IS, ABSOLUTELY, AND THAT IS MUCH
6 EMPLOYER DRIVEN, THAT THE EMPLOYER WOULD NEED TO MAKE THAT
7 DECISION AND CREATE BENEFIT DESIGNS OR FUNDING CONTRIBUTION
8 STRATEGIES THAT WOULD SUPPORT THAT. AND THERE ARE A NUMBER OF
9 EXAMPLES THAT YOU MAY BE FAMILIAR WITH AND THAT WE'RE FAMILIAR
10 WITH THAT WE WOULD BE CERTAINLY OPEN TO DOING SOMETHING LIKE
11 THAT. AND WE THINK THAT REALLY HAS A VERY MATERIAL IMPACT ON
12 BEHAVIOR AND ULTIMATELY --

13

14 **SUP. ANTONOVICH:** PERHAPS YOU COULD SUBMIT IT TO THE FIVE
15 MEMBERS OF THE BOARD, I'D APPRECIATE THAT.

16

17 **BILL CASWELL:** THAT BE GREAT, THANK YOU.

18

19 **CHAIRMAN YAROSLAVSKY:** LET ME JUST ASK YOU ON THE NON-
20 REPRESENTED EMPLOYEES WHERE THE INCREASE THIS YEAR IS, IS IT
21 14?

22

23 **BILL CASWELL:** 15.

24



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1 **CHAIRMAN YAROSLAVSKY:** 15 PERCENT? WHAT IS THE RATE INCREASE
2 FOR NON-REPRESENTED IN THE CITY OF LOS ANGELES, CAN YOU TELL
3 US THAT?

4
5 **BILL CASWELL:** I DON'T KNOW OFF THE TOP OF MY HEAD. I CAN GET
6 THAT FOR YOU.

7
8 **CHAIRMAN YAROSLAVSKY:** DO YOU HAVE ANY IDEA WHAT OTHER MAJOR
9 EMPLOYERS THAT YOU SERVE, I DON'T KNOW WHAT WOULD BE
10 COMPARABLE, BUT YOU HAVE -- YOU SERVE VIRTUALLY EVERY LEVEL OF
11 GOVERNMENT AND MAJOR COMPANIES, I DON'T KNOW IF THERE'S A NON-
12 REPRESENTED EQUIVALENT IN SOME OF THE PRIVATE COMPANIES, BUT
13 I'M JUST TRYING TO UNDERSTAND WHERE THE 15 PERCENT CAME FROM.
14 WE HAD, A FEW YEARS AGO, WHEN THE RANK AND FILE EMPLOYEES,
15 REPRESENTED EMPLOYEES WERE GETTING, YEAH, DOUBLE DIGIT
16 INCREASES AND THE NON-REPRESENTED WERE IN THE LOW SINGLE
17 DIGITS, AND NOW IT'S FLIPPED, AND IT JUST DOESN'T MEET THE
18 SMELL TEST. I DON'T KNOW WHAT YOUR METHODOLOGY IS AND I DON'T
19 WANT TO GET BOGGED DOWN IN METHODOLOGIES, BUT IT JUST DOESN'T
20 MEET THE SMELL TEST THAT THE COST OF PROVIDING SERVICE,
21 MEDICAL CARE, TO THIS POPULATION OF NON-REPRESENTED HAS
22 FLIPPED OVERNIGHT THAT WAY OR THAT THE COST OF PROVIDING FOR
23 REPRESENTED EMPLOYEES HAS FLIPPED IN THE OTHER DIRECTION IN A
24 VERY SHORT SPAN OF TIME. I'M TRYING TO UNDERSTAND IN A
25 LAYMAN'S TERMS WHAT IT IS, WE'RE TOLD WELL THE, YOU KNOW, THE



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1 NON-REPRESENTED ARE OLDER, THEY USE THE SYSTEM MORE, WELL THEY
2 WERE OLDER AND USED THE SYSTEM MORE TWO YEARS AGO TOO.

3

4 **BILL CASWELL:** RIGHT.

5

6 **CHAIRMAN YAROSLAVSKY:** SO WHAT'S CHANGED?

7

8 **BILL CASWELL:** AND CERTAINLY A POPULATION OF THIS SIZE, YOU
9 WOULD NOT TYPICALLY SEE THE TYPE OF RADICAL PERCENTAGE CHANGES
10 AS WE'RE SEEING THIS YEAR. THE RENEWALS FOR THE MANAGEMENT IN
11 YEARS PAST HAVE BEEN TO THE MID LOW SINGLE DIGITS, AND SO
12 THERE HAVE BEEN VERY FAVORABLE RENEWALS, WHEREAS, YOU'RE
13 RIGHT, THE REPRESENTED POPULATION HAS HAD THE DOUBLE DIGITS OR
14 HIGH SINGLE DIGITS.

15

16 **CHAIRMAN YAROSLAVSKY:** SO WHAT HAPPENED?

17

18 **BILL CASWELL:** THERE WERE A NUMBER THINGS, AND WE CAN CERTAINLY
19 LEAVE YOU THIS PACKET, WE'VE SHARED IT WITH COUNTY MANAGEMENT
20 AND WITH THE CONSULTANTS, AND WHAT WE ARE ABLE TO TREND IS
21 THAT THERE WERE FOUR OR FIVE AREAS INCLUDING INPATIENT
22 MEDICAL, SURGICAL AND MATERNITY THAT HAD EXTRAORDINARY
23 INCREASES OVER PRIOR PERIODS. FOR ME TO SIT HERE AND SUGGEST
24 WHY MATERNITY AND NUMBER OF DELIVERIES WENT UP COULD BE A ONE-
25 YEAR ANOMALY OR COULD BE A PRACTICE OR CHANGES IN WHO WAS



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1 HIRED OR WHAT OCCURRED WITHIN THE LAST 18 TO 24 MONTHS, I
2 DON'T KNOW. THERE WERE SOME AREAS THAT WENT DOWN, OUTPATIENT
3 VISITS AND OUTPATIENT SURGICAL PROCEDURES, AND IN THE USE OF
4 FORMULARY, AGAIN THAT UTILIZATION CAUSED FOR AN INCREASE. SO
5 BY CATEGORY, SUPERVISOR ANTONOVICH, A CLINICAL EVENT, AS HE
6 WAS ASKING ABOUT, WE ARE ABLE TO TRACK AND SAY WHAT OCCURRED
7 AND WHAT AREAS APPEAR TO BE HOT SPOTS. REALLY THE WORK THAT
8 WE'RE STARTING AND WE'VE DONE WITH THE UNION AND IN ALIGNMENT
9 WITH YOUR C.E.O. IS TO THEN BOTH UNDERSTAND WHAT AREAS ARE
10 INCREASING AND WHAT WE CAN DO TO MITIGATE THAT. AND WE'VE GOT
11 QUARTERLY UPDATES WITH THE UNIONS, WE'RE GOING TO BE
12 IMPLEMENTING THAT WITH MANAGEMENT AND I THINK A VERY PROACTIVE
13 APPROACH WILL BOTH ANSWER THE QUESTION OF WHAT'S GOING ON AND
14 THEN WHAT CAN WE DO, WHAT INTERVENTIONS CAN WE DO TO HELP
15 MITIGATE THAT OVER TIME?

16

17 **CHAIRMAN YAROSLAVSKY:** IT JUST -- I'M HAVING DIFFICULTY
18 UNDERSTANDING HOW YOU TRIPLE THE RATE OF INCREASE, BASICALLY,
19 IN THIS ONE NON-REPRESENTED, WHAT DO WE HAVE, 10,000 NON-
20 REPRESENTED, GIVE OR TAKE?

21

22 **BILL CASWELL:** YES.

23

24 **CHAIRMAN YAROSLAVSKY:** AND IF THAT WAS ITS OWN COMPANY IT BE
25 ONE OF THE BIGGEST COMPANIES IN THE LOS ANGELES COUNTY, A



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1 10,000 PERSON, EMPLOYEE COMPANY. AND THAT POPULATION HAS HAD
2 ITS RATE OF INCREASE ROUGHLY TRIPLED OVERNIGHT, AND YOU'RE
3 TELLING ME THAT -- AND SEE I HAVEN'T TALKED TO YOU DIRECTLY
4 BUT I'VE TALKED TO SOME OF OUR PEOPLE WHO'VE TALKED TO YOU AND
5 THEY REPEAT THIS MANTRA, LL, YOU KNOW, IT'S AN OLDER
6 POPULATION, ND THEY USE AH, THEY'RE PRONE TO HAVING MORE
7 SERIOUS ILLNESSES AND MORE SURGERIES AND MORE THIS AND MORE
8 THAT. NOW YOU'RE TELLING ME THAT THIS OLDER POPULATION HAS
9 HAD AN INCREASE IN MATERNITY USE. WHAT'S GOING ON?

10

11 **BILL CASWELL:** WELL, WHAT WE CAN CERTAINLY TELL THE STORY AS IS
12 TO WHAT ACTIVITIES, WHETHER IT'S INPATIENT, OUTPATIENT,
13 WHATEVER. WHAT HAS GONE UP OR GONE DOWN. AND THE INPATIENT
14 DAYS PER THOUSAND, THE NUMBER OF HOSPITAL DAYS, HAS GONE UP
15 SIGNIFICANTLY OVER THE LAST 18 MONTHS IN THE MANAGEMENT
16 POPULATION, AND WE CAN IDENTIFY WHAT PROCEDURES OR WHAT
17 ACTIVITIES, WHY THOSE ARE OCCURRING AND WHY OVER THE LAST 18
18 TO 24 MONTHS, PRIOR TO OTHER PERIODS, YOU KNOW, MUCH OF THAT
19 IS ANECDOTAL, TO BE HONEST WITH YOU.

20

21 **CHAIRMAN YAROSLAVSKY:** WELL, BUT YOU DID SAY MATERNITY WAS ONE
22 OF THEM.

23



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1 **BILL CASWELL:** THAT'S CORRECT. BUT I WOULD BE NOT THE RIGHT
2 PERSON TO ANSWER WHY THERE MIGHT BE MORE INCREASING MATERNITY
3 IN THE MANAGEMENT GROUP.

4

5 **DR. HOWARD FULLMAN:** SUPERVISOR, IF I COULD, AND AGAIN, I'M NOT
6 AN INSURANCE EXPERT, I'M A PHYSICIAN WHO RUNS A MEDICAL
7 CENTER, WE'RE FOCUSED ON COSTS TODAY, OBVIOUSLY THAT'S THIS
8 TOPIC OF TODAY, BUT SOME OF THESE THINGS ALSO RELATE POSSIBLY
9 TO IMPROVING QUALITY, MORE USE OF THINGS THAT ARE BENEFICIAL
10 TO PEOPLE'S HEALTH. SO IF THERE ARE OPERATIONS THAT WE CAN DO
11 NOW THAT COULD NOT BE DONE IN THE PAST ON CERTAIN KINDS OF
12 PATIENTS WITH BETTER OUTCOMES, IT'S NOT JUST A COST ISSUE, IT
13 ALSO MAY BE AN IMPROVED OUTCOMES ISSUE. SO YOU'D HAVE TO
14 REALLY DRILL DOWN EACH OF THESE TO REALLY UNDERSTAND THAT
15 THERE IS A METHODOLOGY AND IT WOULD TAKE AN ENORMOUS AMOUNT OF
16 TIME TO REALLY DRILL DOWN WITH THAT KIND OF DETAIL. BUT WE
17 TEND TO ONLY LOOK AT ONE SIDE OF THE EQUATION, TODAY THE SIDE
18 OF THE EQUATION TENDS TO BE COST, BUT THERE MAY BE SOME ALSO
19 EXTREMELY BENEFICIAL QUALITY RESULTS RELATED TO MORE HEALTH
20 CARE BEING GIVEN TO THE POPULATION, AS WELL.

21

22 **CHAIRMAN YAROSLAVSKY:** BUT IF YOU HAVE BETTER OUTCOMES THAT ARE
23 ARISING OUT OF THESE SURGERIES AND NEW TECHNOLOGIES AND NEW
24 TECHNIQUES THAT HAVE BEEN DEVELOPED, IT SHOULD ALSO REFLECT
25 ITSELF IN A REDUCED COST TO YOUR SYSTEM AS A RESULT OF THAT.



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1 IN OTHER WORDS, IF YOU CAN NOW DO A GALLBLADDER REMOVAL
2 ARTHROSCOPICALLY, LAPAROSCOPICALLY, AND AVOID THE NEED FOR A
3 FOUR-DAY STAY IN THE HOSPITAL, THAT'S SAVING YOU MONEY, AND
4 THE SAME GUY WHO'S GOING TO HAVE THE GALLBLADDER REMOVED
5 LAPAROSCOPICALLY WOULD HAVE HAD IT REMOVED IN THE OLD
6 CONVENTIONAL WAY. SO IT'S BOTH SIDES OF THE EQUATION. I MEAN,
7 YOU TALK ABOUT ANECDOTAL, THIS WHOLE DISCUSSION IS ANECDOTAL,
8 YOU HAVEN'T GIVEN US ONE SOLID -- THE ONLY SOLID PIECE OF
9 INFORMATION WE HAVE IS THAT THE RATES FOR THE NON-REPRESENTED
10 IS UP 15 PERCENT, THAT'S THE ONLY SOLID PIECE OF INFORMATION
11 WE HAVE, EVERYTHING, HOW YOU EXPLAINED IT, YOU'VE BEEN, NO
12 DISRESPECT INTENDED HERE, BUT YOU'VE BEEN SLIPPING AND SLIDING
13 AND DANCING ALL OVER THE PLACE, I MEAN, OKAY, YOU RAISED THE
14 ISSUE, I DIDN'T RAISE THE ISSUE OF MATERNITIES, YOU HANDED
15 THAT ISSUE TO US, WHERE IS THAT COMING FROM? IT JUST DOESN'T
16 STAND TO REASON. UNLESS ALL OF A SUDDEN WE HAVE A LOT OF 20
17 AND 30 SOMETHING WHO HAVE BECOME MANAGERS OVERNIGHT. I MEAN I
18 KNOW THERE ARE SOME WOMEN WHO HAVE BABIES IN THEIR 40S, BUT
19 THEY STATISTICALLY ARE FEW AND FAR BETWEEN COMPARED TO THE 20S
20 AND 30S. SO WHAT IS GOING ON? AND IF THAT'S THE REASON THAT
21 THEY'RE GIVING, THEN I WONDER HOW CREDIBLE ALL THE OTHER
22 REASONS, WHICH ANECDOTALLY WOULD MAKE SENSE, MORE HEART
23 BYPASSES, MORE THIS, MORE THAT, WHICH IS ASSOCIATED WITH AN
24 OLDER POPULATION, YOU BEGIN TO WONDER ABOUT THE CREDIBILITY OF
25 ALL THAT OTHER STUFF. AND I DON'T KNOW HOW YOU DEAL WITH YOUR



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1 METHODOLOGY, AND IF YOU PUT GARBAGE IN, YOU'RE GOING TO GET
2 GARBAGE OUT. I'M NOT CLEAR HOW THIS WORKS. BUT THE ONE THING I
3 AM CLEAR ABOUT, IN MY ANECDOTAL EXPERIENCE, IS THAT THIS
4 DOESN'T MAKE SENSE, IT JUST -- AND I GUESS THE OTHER THING IS,
5 DO YOU MAKE CHANGES IN YOUR RATES, YOU KNOW, ON A DIME? DO YOU
6 TURN THEM AROUND ON A DIME? LIKE IF YOU HAVE A SPIKE IN
7 APPENDICITIS AMONG PEOPLE WHO ARE MANAGERS IN THE COUNTY OF
8 LOS ANGELES, THAT YOU WOULD THEN IN THE NEXT YEAR JACK UP THE
9 RATES BECAUSE THERE'S BEEN AN ANOMALY IN APPENDICITIS
10 OPERATIONS AT THE HOSPITAL? OR DO YOU KIND OF TAKE A LONGER
11 VIEW OF THESE THINGS?

12

13 **BILL CASWELL:** NO, IT IS A LONGER VIEW, IT IS A MORE CURRENT
14 VIEW THAN WHAT WE WERE ABLE TO DO IN THE PAST, WHICH WAS A
15 QUESTION THAT I THINK SUPERVISOR BURKE ASKED, BUT IT'S A TREND
16 OVER A COUPLE OF YEAR PERIOD, WE WAIT THE PRIOR, THE TWO YEARS
17 OUT AT A LOWER PERCENTAGE AND THE MORE CURRENT YEAR AT A
18 HIGHER PERCENTAGE, BUT IT IS A SMOOTHING TO TAKE ANY SPIKES OR
19 ANOMALIES OUT, THEN SO THAT WE CAN ACTUALLY FIND OUT WHAT IS
20 THE TRUE EXPENSE TREND VERSUS SOMETHING THAT MAY BE EPISODIC.
21 AND THAT WAS THE SAME ANSWER THAT I GAVE ON ANY PARTICULAR
22 TRAUMA CASE OR ANY HIGH DOLLAR CASE SO THAT THOSE DON'T SKEW
23 OR CREATE MAJOR VARIATION IN THE RENEWAL.

24



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1 **CHAIRMAN YAROSLAVSKY:** BUT YOU ALSO SAID, IN ANSWER TO SOME OF
2 MY QUESTIONS, YOU ALSO SAID THAT THERE'S BEEN A SPIKE, YOU
3 DON'T KNOW WHY THERE'S BEEN A SPIKE IN THESE THINGS, IN THE
4 MANAGEMENT CLASS, THAT HAS NECESSITATED THIS KIND OF AN
5 INCREASE. SO I'M CONFUSED WHETHER YOU TAKE A LONG VIEW AND
6 AVERAGE IT OUT, SEE THE TREND LINES AND THAT SORT OF THING,
7 WHICH WOULD MAKE SENSE, OR WHETHER IN 2006, YOU KNOW, THERE
8 WAS AN ALLEGED SPIKE IN CERTAIN SERVICES AND YOU'RE GOING TO
9 RECOUP THOSE COSTS IN 2007 OR 2008. AND THE OTHER THING, WHAT
10 IS YOUR POSITION WITH KAISER?

11

12 **BILL CASWELL:** I'M THE VICE PRESIDENT OF OPERATIONS FOR
13 SOUTHERN CALIFORNIA.

14

15 **CHAIRMAN YAROSLAVSKY:** OKAY, AND YOU DON'T KNOW WHAT THE CITY
16 OF LOS ANGELES NON-REPRESENTED RATE INCREASE IS? OFF THE TOP
17 OF YOUR HEAD?

18

19 **BILL CASWELL:** OFF THE TOP OF MY HEAD I DO NOT.

20

21 **CHAIRMAN YAROSLAVSKY:** COULD YOU MAKE A PHONE CALL?

22

23 **C.E.O. FUJIOKA:** THE ONE DIFFERENCE BETWEEN THE CITY AND THE
24 COUNTY IS THAT THE COUNTY BARGAINS SEPARATELY FOR THE REPS AND



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1 NON-REPS. DOWN AT THE CITY IT'S ABOUT 11 PERCENT BUT THEY
2 BARGAIN TOGETHER.

3

4 **CHAIRMAN YAROSLAVSKY:** THEY BARGAIN TOGETHER?

5

6 **C.E.O. FUJIOKA:** YES, THEY COMBINE THE TWO GROUPS AND SO WHEN
7 YOU LOOK AT UTILIZATION, ONE ISN'T DIFFERENT FROM THE OTHER.

8

9 **CHAIRMAN YAROSLAVSKY:** YEAH.

10

11 **C.E.O. FUJIOKA:** BUT THE CONCERNS YOU'RE EXPRESSING IS VERY
12 SIMILAR TO MYSELF, BECAUSE YES, THE REPRESENTED CLASSES
13 PARTICIPATE IN THIS WELLNESS PROGRAM, BUT IT'S HARD FOR ME TO
14 UNDERSTAND THEY GOT THAT WELL IN SUCH A SHORT TIME, BECAUSE
15 YOU DON'T CHANGE LIFE BEHAVIORS THAT QUICKLY. SO WE JUST NEED
16 TO LOOK AT THIS OVER THE NEXT YEAR AND GET AS MUCH DATA AS
17 POSSIBLE AND NOT SOLELY RELY ON WHAT KAISER GIVING US, WITH
18 ALL DUE RESPECT, BUT TO DO OUR OWN ANALYSIS, BECAUSE THERE ARE
19 SOME THINGS, JUST FROM MY VANTAGE POINT, IT'S HARD FOR ME JUST
20 INTUITIVELY TO ACCEPT ONE GROUP GETTING VERY, VERY WELL, TO GO
21 FROM DOUBLE DIGIT TO IS 1.5 AND ANOTHER GROUP GETTING VERY
22 SICK TO GO FROM A SINGLE DIGIT TO 15 PERCENT.

23

24 **CHAIRMAN YAROSLAVSKY:** WELL THERE HAVE BEEN A LOT OF BABIES.

25



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1 **C.E.O. FUJIOKA:** IT'S HARD FOR ME TO RECONCILE, I KNOW. NO I
2 DIDN'T HAVE A BABY THIS PAST YEAR.

3

4 **CHAIRMAN YAROSLAVSKY:** YOU'RE NOT ONE OF THEM? [LAUGHTER.]

5

6 **C.E.O. FUJIOKA:** MEDICAL MIRACLE. [LAUGHTER.]

7

8 **CHAIRMAN YAROSLAVSKY:** YEAH, I'D BE WILLING TO PAY 15 PERCENT
9 MORE IF YOU HAD A BABY. [LAUGHTER.] ALL RIGHT, I DON'T BUY IT.
10 I JUST DON'T BUY THIS, I HAVE MY SUSPICIONS, I'M NOT GOING TO
11 ARTICULATE THEM OPENLY, BUT I HAVE MY SUSPICIONS ABOUT HOW
12 THIS HAPPENED, AND I DON'T THINK IT'S ALL ABOUT FINANCIAL
13 METHODOLOGY, I THINK THERE'S KIND OF MACRO ISSUES THAT ARE AT
14 PLAY HERE THAT GO WELL BEYOND THE COUNTY. AND I THINK THE
15 UNIONS DID A GOOD JOB. I THINK THEY DID A HELL OF A JOB. THREE
16 YEARS AGO WITH US AND WHEN WE PUSHED YOU, AND I THINK YOU GOT
17 THE MESSAGE, AND I THINK THE NON-REPRESENTED ARE PAYING THE
18 PRICE, THAT'S MY UNINFORMED OR SOMEWHAT INFORMED, WELL, IT'S
19 UNINFORMED, BUT MY SUSPICION ABOUT WHAT'S HAPPENED HERE,
20 BECAUSE OTHERWISE THERE'S JUST NO EXPLANATION FOR THIS. I
21 THINK FUJIOKA SAID IT BETTER THAN I COULD, HOW DID THESE
22 PEOPLE GET WELL SO FAST? ALL RIGHT. ANY OTHER DISCUSSION ON
23 THIS? ARE YOU RECOMMENDING APPROVAL ON THIS?

24

25 **C.E.O. FUJIOKA:** YES. AT THIS POINT WE NEED TO MOVE FORWARD.



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1

2 **CHAIRMAN YAROSLAVSKY:** ALL RIGHT, ANTONOVICH MOVES. BURKE
3 SECONDS. WITHOUT OBJECTION, UNANIMOUS VOTE. AND YOUR OFFICE,
4 BILL, WILL BE ON TOP OF THIS?

5

6 **C.E.O. FUJIOKA:** YES.

7

8 **CHAIRMAN YAROSLAVSKY:** FOR THE COMING MONTHS?

9

10 **C.E.O. FUJIOKA:** YES, WE NEED TO BE.

11

12 **CHAIRMAN YAROSLAVSKY:** THANK YOU, GENTLEMEN, FOR BEING HERE.
13 ITEM 55. WE HAVE TWO PEOPLE WHO WISH TO BE HEARD ON 55. WHY
14 DON'T WE HEAR FROM DR. CHERNOF FIRST?

15

16 **DR. BRUCE CHERNOF:** SUPERVISORS, JUST A COUPLE OF COMMENTS AND
17 I'LL BE GLAD TO TAKE ANY QUESTIONS YOU HAVE. I JUST WANT TO
18 HIGHLIGHT A COUPLE OF THINGS THAT WERE IN OUR MORE
19 COMPREHENSIVE REPORT PROVIDED TO YOUR BOARD LAST FRIDAY. THE
20 URGENT CARE AT THE M.L.K. MAC CONTINUES TO SHOW AN INCREASED
21 NUMBER OF VISITS COMPARED TO THE YEAR PRIOR. A SMALL DIP DOWN
22 IN THE TOTAL NUMBER OF VISITS LAST WEEK, BUT WE DID HAVE A
23 HOLIDAY IN THERE, SO EVEN THOUGH THEY'RE OPEN, WE TEND TO SEE
24 SLIGHTLY LOWER NUMBERS ON HOLIDAYS AND WEEKENDS, THAT'S
25 CONSISTENT WITH OUR OTHER URGENT CARES. THE IMPACT THAT



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1 HOSPITALS HAD A SMALL INCREASE IN THE TOTAL NUMBER OF
2 REGISTERED PATIENTS AND AN INCREASE IN 911 TRANSPORTS. DOWNEY
3 DID EXPERIENCE A SECOND PATIENT SURGE THIS WEEK, OR LAST WEEK,
4 THAT RESULTED IN THE DIVERGENCE OF AMBULANCES FOR A PERIOD OF
5 3.5 HOURS. THIS AND THE OTHER PREVIOUS SURGE WERE THOROUGHLY
6 REVIEWED BY EMS STAFF AND THEY'VE MADE SOME ADJUSTMENTS IN THE
7 AMBULANCE ASSIGNMENT METHODOLOGY TO TRY AND MINIMIZE THESE
8 SURGES GOING FORWARD, THEY'VE DONE THAT IN COLLABORATION WITH
9 THE LEADERSHIP AT DOWNEY. L.A. CITY AND COUNTY FIRE
10 DEPARTMENTS CONTINUE TO REPORT SOME INCREASES IN TRANSPORT AND
11 EMERGENCY DEPARTMENT WAIT TIME BUT ARE NOT CURRENTLY REPORTING
12 AN INCREASE IN RESPONSE TIME. THE HR REASSIGNMENT PROCESS IS
13 ESSENTIALLY COMPLETED, THERE ARE SEVEN REMAINING INDIVIDUALS
14 WHO REQUIRE SOME ELEMENT OF COMPETENCY TESTING, TO BE
15 COMPLETED PRIOR TO AN ASSIGNMENT. THERE IS 100 INDIVIDUALS IN
16 SOME FORM OF LONG-TERM LEAVE AND THESE INDIVIDUALS WILL NOT BE
17 ASSIGNED UNTIL THEY RETURN AND CAN BE APPROPRIATELY ASSESSED.
18 S.B.474 HAS ACTUALLY PASSED THE LEGISLATURE AND IS NOW ON THE
19 GOVERNOR'S DESK AWAITING SIGNATURE. AND AS YOUR BOARD
20 REQUESTED LAST WEEK, C.E.O. AND DHS STAFF HAVE DEVELOPED A
21 DRAFT LETTER FOR YOUR SIGNATURE REQUESTING THAT THE UC SYSTEM
22 ENTER INTO NEGOTIATIONS WITH DHS AND THE COUNTY REGARDING
23 THEIR POTENTIAL PARTNERSHIP IN REOPENING THIS HOSPITAL. AND I
24 BELIEVE THAT'S BEEN CIRCULATED TO YOUR OFFICES.

25



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1 **CHAIRMAN YAROSLAVSKY:** YEAH, I GOT IT THIS MORNING, I READ IT,
2 I THOUGHT IT WAS GOOD. EVERYBODY ELSE NEEDS TO WEIGH IN, BUT I
3 THOUGHT IT WAS GOOD. SUPERVISOR MOLINA?

4

5 **SUP. MOLINA:** AGAIN, THERE'S NO DOUBT THAT THE WAY IT WAS
6 PRESENTED WAS MUCH MORE EFFECTIVE, I REALLY APPRECIATE THAT
7 WORK THAT WAS DONE. I HAVE, AS USUAL, CONCERNS ON THIS
8 PERSONNEL ISSUES. I AM AWAITING THE FINAL LIST THAT I HAD
9 REQUESTED LAST WEEK. I HAVEN'T GOTTEN IT AS YET. DO YOU KNOW
10 THAT YET, DOC?

11

12 **SHEILA SHIMA:** YES, OUR OFFICE, SHEILA SHIMA, C.E.O., WE ARE
13 ACTUALLY FINALIZING THE NUMBERS SO THAT WE CAN GET YOU A
14 COMPLETE LIST WHEN IN TIME WITH ALL OF IT DONE. JUST AS AN
15 EXAMPLE, DR. CHERNOF MENTIONED, AS NOTED IN THE MEMO, THAT
16 THERE ARE STILL SEVEN EMPLOYEES WHO ARE PENDING COMPETENCY
17 CONFIRMATION. IN FACT, THAT NUMBER IS DOWN TO TWO AS OF THIS
18 MORNING. SO THOSE ARE THE KINDS OF THINGS THAT WE WANT TO
19 RESOLVE SO THAT WE CAN GET YOU A COMPLETE LIST.

20

21 **SUP. MOLINA:** YEAH, BECAUSE WE NEED TO REALLY GET MOVING ON
22 SOME OF THESE THINGS, I MEAN THESE ARE SOME REAL FAILINGS ON
23 THIS OVERALL. AND IT'S JUST LIKE I WAS SAYING TO THE SHERIFF'S
24 DEPUTY WHEN THEY CAME UP, OUR WHOLE INTEREST IS TO GET THESE
25 EMPLOYEES AND THOSE THAT ARE THERE, THOSE THAT ARE



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1 FUNCTIONING, THOSE THAT ARE WORKING, THOSE THAT ARE AVAILABLE
2 TO GO ON TO SLOTS AND HOPEFULLY GET TRAINED INTO THESE OTHER
3 POSITIONS WHERE THEY'RE GOING TO BE GOING, FINE, GREAT. WE
4 ALSO HAVE A WHOLE LIST OF PEOPLE HERE, AND I AM GOING TO ASK
5 AGAIN FOR ANOTHER LIST, AND THAT IS WE NEED TO KNOW THE STATUS
6 OF THESE PEOPLE WHO ARE ON LEAVE OF ABSENCES, IT IS A HUGE
7 NUMBER. NOW, I DON'T KNOW IF THIS GOES ON ACROSS THE BOARD IN
8 ALL OF OUR FACILITIES, I'M GOING TO ASK THE SAME THING TO SEE
9 HOW MANY THERE ARE AT L.A. COUNTY, USC OR AT HARBOR, THAT HAVE
10 THESE LEAVES OF ABSENCES, BECAUSE THE NUMBERS ARE STAGGERING
11 TO ME, AND NOW I WANT TO KNOW HOW LONG THEY'VE BEEN GONE, WHY
12 THEY'VE BEEN GONE, AND WHEN THEY'RE COMING BACK. THESE ARE ALL
13 PART OF THE EXPENSES AND WE'VE NOT SCRUTINIZED THIS LEVEL OF
14 DETAIL IN ANY OF OUR REVIEW WHEN WE LOOK AT DEFICITS AND
15 THINGS OF THAT SORT. BUT I AM HOPING AND THAT ALL OF THIS IS
16 GOING TO HAVE A GREAT DEAL OF LEGITIMACY, THAT WE'RE NOT GOING
17 TO SEE SITUATIONS THAT JUST HAVE NOT BEEN ATTENDED TO BECAUSE
18 OF POOR PERSONNEL MANAGEMENT ISSUES. WE SAW THAT VERY EARLY AT
19 M.L.K. WHEN WE ASKED FOR ISSUES OF PEOPLE WHO, YOU KNOW, WHY
20 AREN'T THEY THERE, HOW DO THEY REPORT, THERE WERE PEOPLE WHO
21 WEREN'T SHOWING UP FOR WORK AND WHERE I MEAN IT MADE THE
22 PAPER, YOU KNOW, PEOPLE WHO ONLY SHOWED UP FOR A COUPLE OF
23 HOURS, DOCS THAT WE'RE PAYING FULL-TIME EMPLOY THAT REALLY
24 WEREN'T THERE. I'M NOT SAYING THAT'S WHAT'S GOING ON HERE, BUT
25 UNFORTUNATELY MARTIN LUTHER KING HOSPITAL HAS HAD A VERY BAD



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1 REPUTATION WHEN IT COMES TO SOME OF THOSE PERSONNEL ISSUES.
2 AND I KNOW THAT NOW ALL OF OUR HOSPITALS HAVE HAD ISSUES WITH
3 TIME CARDS, EVEN LA COUNTY USC HAS A PROBLEM THAT THEY'VE
4 ALWAYS BEEN ON THE MEND ON. BUT THIS IS A LARGE, LARGE NUMBER
5 OF PEOPLE, AND EITHER IT'S LEGIT TO EVERY STEP, BUT I HAVE NOT
6 SEEN IT, I DON'T KNOW WHAT IT IS, SO I WANT A FURTHER REPORT
7 THAT ENUMERATES AND CLEARLY STATES TO ME THE WHO, WHAT, WHERE,
8 HOW AND WHEN OF EACH OF THOSE ITEMS.

9

10 **C.E.O. FUJIOKA:** WE HAVE INITIATED THAT EFFORT. WE'RE GOING TO
11 SEND LETTERS OUT TO EVERY SINGLE INDIVIDUAL, WE'RE GOING TO
12 DETERMINE THEIR STATUS AND WE'RE GOING TO TAKE THIS EFFORT,
13 BECAUSE YOU'RE RIGHT. IF IT'S HAPPENING AT KING IT COULD
14 HAPPEN AT ANY ONE OF OUR OTHER FACILITIES.

15

16 **SUP. MOLINA:** EXACTLY.

17

18 **C.E.O. FUJIOKA:** AND SO THROUGH THE DEPARTMENT HEAD PROCESS,
19 WE'RE GOING TO TAKE THIS EFFORT OUT TO ALL DEPARTMENTS AND SAY
20 ASK AND GIVE US A STATUS OF ALL YOUR PEOPLE ON LONG-TERM
21 LEAVE. BECAUSE THAT'S AN EXERCISE THAT SHOULD HAPPEN AT LEAST
22 ANNUALLY FOR EVERY SINGLE PERSON AND FIND OUT WHERE THEY'RE
23 AT, IT SHOULD BE DONE MORE FREQUENTLY, BUT RIGHT NOW, WE DO
24 HAVE A GROUP OF PEOPLE LOOKING AT THAT, WE WILL BE SENDING
25 LETTERS TO EVERY SINGLE PERSON ON AN EXTENDED OR LONG-TERM



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1 LEAVE AND DETERMINE THEIR STATUS. BECAUSE SOME, SOME, WE'RE
2 GOING TO CONSIDER THAT THEY JUST ABANDON THE JOB AND THEN
3 TAKE, YOU KNOW, THE APPROPRIATE ACTION NOT TO ORDER THEM BACK
4 TO WORK BUT TO REMOVE THEM FROM COUNTY SERVICE. THAT'S VERY
5 IMPORTANT WE DO THAT.

6

7 **SUP. MOLINA:** WELL, AGAIN, I DON'T KNOW, BUT IN THESE LEAVES OF
8 ABSENCE, I MEAN I TAKE IT THAT, I MEAN, SOME OF THEM ARE STILL
9 BEING PAID, CORRECT?

10

11 **C.E.O. FUJIOKA:** WE'RE LOOKING THAT -- WE'RE ALSO LOOKING AT
12 THAT, WE WILL GIVE YOU A DETAILED REPORT.

13

14 **SUP. MOLINA:** OKAY, I LOOK FORWARD TO IT. THANK YOU.

15

16 **CHAIRMAN YAROSLAVSKY:** I'M SORRY, YOU DONE? OKAY. NO QUESTIONS?
17 I HAVE NO QUESTIONS.

18

19 **DR. BRUCE CHERNOF:** MAY I A --

20

21 **CHAIRMAN YAROSLAVSKY:** WE HAVE -- YEAH, GO AHEAD.

22

23 **DR. BRUCE CHERNOF:** MAY I MAKE A SUGGESTION?

24

25 **CHAIRMAN YAROSLAVSKY:** YES.



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1

DR. BRUCE CHERNOF: WITH YOUR BOARD INDULGENCE, I THINK IT MIGHT BE HELPFUL, HAVING THOUGHT ABOUT YOUR BOARD'S REQUEST TO THE DEPARTMENT AND THE CEO STAFF TO DEVELOP THE LETTER THAT WE PUT TOGETHER, THERE ARE A COUPLE OF OTHER LARGE SYSTEMS LOCALLY THAT PROBABLY ALSO MERIT GETTING A SIMILAR KIND OF LETTER. AND IF YOUR BOARD WILL INDULGE THE DEPARTMENT AND THE C.E.O. STAFF, I'D LIKE TO PREPARE A LETTER TO GO TO BOTH THE DAUGHTERS OF CHARITY AND THE CHW SYSTEMS JUST TO ELICIT A FORMAL RESPONSE.

11

CHAIRMAN YAROSLAVSKY: IS THERE ANY OBJECTION TO THAT? THAT'S FINE. THANK YOU, BRUCE. BEFORE WE CONCLUDE, WE HAVE DR. CLAVREUL? NO, THEY HAVEN'T SPOKEN ON THIS. AND MR. SACHS.

15

DR. GENEVIEVE CLAVREUL: GOOD AFTERNOON, BOARD OF SUPERVISOR, DR. GENEVIEVE CLAVREUL. I WAS KIND OF SURPRISED TO SEE IN THE LOS ANGELES TIMES THAT ONLY 22 PEOPLE OUT OF THESE 1500 OR 1600 WERE PROBLEMATIC PERFORMANCE EVALUATION AND COMPETENCY TESTS. IT SEEMED AN AWFUL LOW NUMBER, 22 OUT OF 1600 WHEN WE SEE THE 144 PAGE OF PROBLEM AREA FROM THE CMS REPORT. SO BUT, YOU KNOW, OF COURSE EVERY TIME WHEN DR. CHERNOF COME HERE HE ALWAYS SAID YOU HAVE A VERY GOOD QUESTION, E JUST NEVER HAS A VERY GOOD ANSWER. I SEE KAISER TOOK A LESSON FROM HIM BECAUSE THEY SAID THE SAME THING. AND I WAS LOOKING AT THE



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1 TAPE FROM LAST WEEK, AND ON A FEW OCCASIONS HE SAID HAVE NO
2 INFORMATION TO CONFIRM NOR DENY, E MUST BE WATCHING A LOT OF
3 MYSTERY, YOU KNOW, DON'T WANT TO BE HELD ACCOUNTABLE FOR WHAT
4 HE DOES. I ALSO WANT TO KNOW, YOU KNOW, HOW MANY R.N., YOU
5 KNOW, I ASKED EARLIER ON THE OTHER ITEM, I WANT TO KNOW HOW
6 MANY R.N. OUT OF THE 1600, AND THE ANSWER DR. CHERNOF TOLD YOU
7 ABOUT THE TEMPORARY PERSONNEL, IT'S KIND OF VERY LIGHT. IF YOU
8 JUST NEED PEOPLE VERY LIGHTLY TO STAFF WHEN YOU HAVE MISSING
9 INDIVIDUAL, YOU DON'T NEED 26 CONTRACTS, AND THAT'S A QUESTION
10 I WAS POINTING, WHY 26 DIFFERENT AGENCY? THAT'S ENORMOUS, EVEN
11 FOR A COUNTY LIKE OURS. THANK YOU.

12

13 **CHAIRMAN YAROSLAVSKY:** THANK YOU. MR. SACHS?

14

15 **ARNOLD SACHS:** GOOD AFTERNOON, COUNTY BOARD OF SUPERVISORS,
16 THANK YOU VERY MUCH, ARNOLD SACHS. JUST TWO THINGS REALLY
17 QUICKLY. WITH THE DOWNSIZING OF M.L.K. HOSPITAL, AND I THINK I
18 ASKED THIS LAST WEEK, I'D LIKE TO KNOW HOW THE BUDGET FOR THE
19 HOSPITAL IS BEING RE-EVALUATED AND WHERE THE EXCESS FUNDING IS
20 GOING TO. AND I APPLAUD YOUR REQUEST FOR STATUS ON THE ON
21 LEAVE PERSONNEL, BUT I'D LIKE TO KNOW THAT THERE'S A DEADLINE
22 FOR THIS INFORMATION TO COME BACK TO THE COUNTY BOARD OF
23 SUPERVISORS, YOU NEGLECTED TO ASK FOR A DEADLINE ON THAT OR
24 WHEN THIS REPORT COULD BE RECEIVED, I'M INTERESTED IN FINDING
25 OUT WHEN YOU EXPECT THAT BACK. THANK YOU VERY MUCH.



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1

2 **CHAIRMAN YAROSLAVSKY:** THANK YOU. ALL RIGHT. THIS IS A REPORT
3 ITEM SO THERE'S NO ACTION, ANY FURTHER ACTION REQUIRED. I
4 THINK THAT SUPERVISOR ANTONOVICH'S ADJOURNMENTS. AND SO, IS HE
5 HERE? NO, HE'S CLOSED, SO. WHY DON'T WE TAKE PUBLIC? YEAH, HOW
6 LONG? LET'S TAKE PUBLIC COMMENT NOW AND MR. ANTONOVICH SHOULD
7 BE BACK. I'M GOING TO CALL NAVALINE SMITH? MISS SMITH? AND
8 DEBRA HAMPTON? AND DARIOLE GORDY. YOU ARE MISS SMITH?

9

10 **DARIOLE GORDY:** NO, I'M MISS GORDY, I AM DARIOLE MECHELE GORDY.

11

12 **CHAIRMAN YAROSLAVSKY:** OKAY.

13

14 **DARIOLE GORDY:** I AM THE MOTHER OF ADAM NELSON GORDY, AND I'M
15 HERE BECAUSE I HAVE A PROBLEM WITH THE MENTAL HEALTH
16 DEPARTMENT, MEDICAL SERVICES OF TWIN TOWERS CORRECTIONAL
17 FACILITY. THE PROBLEM THAT I'M HAVING IS WITH SUPERVISION AND
18 SHARPS AS WELL AS PROVISIONS FOR PERSONS LIKE ME WHO ARE
19 DISABLED, I COME UNDER THE AMERICAN WITH DISABILITIES ACT, I
20 HAVE DEGENERATIVE DISK DISEASE, I HAVE ALSO BREAST CANCER,
21 I'VE HAD A MASTECTOMY ON MY RIGHT SIDE AND ALSO I HAVE THE
22 LYMPH GLANDS REMOVED, WHICH MEANS I HAVE A COMPROMISED IMMUNE
23 SYSTEM. I'VE ASKED FOR PROVISIONS IN THE PAST AND I HAVE
24 GOTTEN THEM. YESTERDAY WHEN I ATTEMPTED TO VISIT MY SON WHO
25 WAS IN THE HOSPITAL AREA BECAUSE OF AN ATTEMPT THAT HE MADE



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1 WITH SOME RAZORS, I WAS DENIED THE ABILITY TO VISIT WITH MY
2 CHILD. AND, EXCUSE ME. I CALLED SEVERAL NUMBERS, INCLUDING
3 CAPTAIN KWAN, CAPTAIN CORNELL'S OFFICE, I WAS TRANSFERRED TO A
4 LIEUTENANT WHO NEVER GOT ON THE PHONE, THIS WAS ALL DAY LONG.
5 PRIOR TO THAT, ON SATURDAY AND SUNDAY, I MADE NUMEROUS CALLS
6 TRYING TO FIND OUT INFORMATION ABOUT MY CHILD. AND I'VE COME
7 TO YOU GUYS MANY TIMES ABOUT THIS PARTICULAR CHILD BECAUSE OF
8 THE COURT ORDERS THAT WERE IN PLACE FOR DRUG TREATMENT AND
9 THERAPY WHEN HE WAS IN FOSTER CARE, I KNOW MISS BURKE
10 REMEMBERS ME AND MY FAMILY VERY WELL. AND SO THIS HAS
11 ESCALATED INTO ANOTHER TYPE OF PROBLEM. AND SO NOW WE'RE IN
12 THE MENTAL HEALTH AREA OF THE FACILITY, AND I GUESS IN
13 PUNITIVE OR RETALIATION, HE WAS TRANSFERRED OVER INTO THE
14 GENERAL POPULATION. SOMETHING HAPPENED ON FRIDAY OR SATURDAY
15 WHICH PUT HIM IN HARM'S WAY. SO THIS IS WHY I'M HERE TODAY,
16 BECAUSE I FEEL LIKE, NUMBER ONE, THERE SHOULD BE SOME TYPE OF
17 THING PUT IN PLACE FOR A PERSON IF THEY NEED TO SHAVE AND
18 THEY'RE MENTALLY ILL, OR THEY HAVE ANY KIND OF DEFICIENCY AS
19 FAR AS MENTAL HEALTH, THAT THEIR SHARPS SHOULD BE PUT IN A
20 CONTAINER, NOT DENYING THEM ACCESS TO DO WHATEVER THEY NEED TO
21 DO AS FAR AS, WHAT DO THEY CALL IT, CLEANING THEMSELVES UP,
22 SHAVING THEMSELVES. BUT MAKE SURE THAT THEY PUT THE SHARP BACK
23 IN THE BOX SO THAT THIS TYPE OF THING DOESN'T HAPPEN. AND
24 PUNITIVELY, THEY SHOULD NOT BE PUT IN GENERAL POPULATION
25 BECAUSE OF SOMEONE HAD ALCOHOL OR SOMETHING ELSE, BECAUSE



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1 THAT'S A SUPERVISION. NO-ONE SHOULD EVER BE DENIED THERAPY OR
2 TREATMENT BECAUSE OF WHAT IS SAID TO BE THEIR BEHAVIOR IS NOT
3 CONDUCTIVE WITH THE FLOOR. AND I UNDERSTAND AND I SEE THE TIME
4 EXPIRED.

5

6 **CHAIRMAN YAROSLAVSKY:** YEAH.

7

8 **DARIOLE GORDY:** BUT THIS IS A ISSUE WHICH CAN BE A LIABILITY
9 ISSUE FOR L.A. COUNTY, AND I AM A TAXPAYER, I DO NOT WANT TO,
10 NUMBER ONE, LOSE MY CHILD, I DO NOT WANT TO HAVE TO PAY TAXES
11 TO PAY FOR SOMEONE'S CHILD THAT WAS LOST IN THAT FACILITY. SO
12 THIS IS WHY I'M BRINGING IT TO THE BOARD'S ATTENTION. AND AS
13 FAR AS BEING A PERSON THAT'S DISABLED, ALL GOVERNMENTAL
14 ENTITIES ARE SUPPOSED TO MAKE PROVISIONS FOR PERSONS LIKE ME.
15 IN THE PAST, THEY HAVE, BUT YESTERDAY THEY WEREN'T, AND SO
16 INVARIABLY I'M DENIED VISITATION UNTIL NEXT SATURDAY. I HAVE,
17 I WAS TOLD, WEDNESDAY, THURSDAY AND FRIDAY WERE THE DATES THAT
18 I WOULD GO VISIT, BETWEEN 7:30 AND 10:45 AND 12:30 AND 3:45.
19 THEN I WAS TOLD IT'S SATURDAY AND SUNDAY, THEN I WAS TOLD IT'S
20 MONDAY AND TUESDAY, YESTERDAY I WAS TOLD IT'S SATURDAY AND
21 MONDAY. BUT BY THE TIME I GET THIS INFORMATION, IT IS 4:45 IN
22 THE AFTERNOON, THE VISITATION, LAST VISITATION IS AT 5:15, NO
23 WAY, IMPOSSIBLE THAT I COULD GO AND VISIT MY CHILD BY THAT
24 TIME, AND STILL I HAD NOT SPOKEN TO THE WATCH COMMANDER. SO
25 THESE THINGS ARE ISSUES THAT PUBLIC SHOULD KNOW EXACTLY WHEN



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1 THEY CAN VISIT THEIR LOVED ONES, WHEN THEY'RE IN THAT
2 FACILITY, IT SHOULD BE SOMETHING ON THE WEB, YOU GUYS DO HAVE
3 A WEB AND IT'S A GREAT WEB, BUT THOSE THINGS SHOULD BE THERE -
4 -

5

6 **CHAIRMAN YAROSLAVSKY:** I'M GOING TO HAVE TO ASK YOU TO
7 CONCLUDE. MISS BURKE, DID YOU WANT TO --

8

9 **SUP. BURKE:** ARE YOU IN OUR DISTRICT OR ARE IN --

10

11 **DARIOLE GORDY:** YES, MA'AM, BEEN THERE FOR THE LAST 15 YEARS.

12

13 **SUP. BURKE:** OKAY, WE'LL GET SOMEONE, OKAY --

14

15 **CHAIRMAN YAROSLAVSKY:** SOMEBODY WILL SPEAK TO YOU, MISS GORDY.

16

17 **DARIOLE GORDY:** RIGHT, WHEN IT CAME TO PARIS HILTON, WE MADE
18 PROVISIONS AND, YOU KNOW, BECAUSE SHE WAS THREATENED TO BE,
19 YOU KNOW, DEPRESSED.

20

21 **CHAIRMAN YAROSLAVSKY:** OKAY, OKAY, SOMEBODY GOING TO TALK TO
22 YOU MOMENTARILY FROM MISS BURKE'S OFFICE.

23

24 **SUP. BURKE:** OKAY, WE'LL GET SOMEONE.

25



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1 **DARIOLE GORDY:** THANK YOU.

2

3 **CHAIRMAN YAROSLAVSKY:** IS NAVALINE SMITH OR DEBRA HAMPTON HERE?
4 COME ON UP.

5

6 **SUP. ANTONOVICH:** JUST WHILE THEY'RE COMING UP, LET ME JUST
7 MOVE THAT SOME ADJOURNMENT MOTIONS.

8

9 **CHAIRMAN YAROSLAVSKY:** GO AHEAD MR. ANTONOVICH.

10

11 **SUP. ANTONOVICH:** ANNETTE MARIE MOORE BRENT, FOR SUPERVISOR DON
12 KNABE, WHO PASSED AWAY AT THE AGE OF 57. SHE WAS A GRADUATE OF
13 MARY STAR HIGH SCHOOL IN SAN PEDRO, AND WORKED AT HER FAMILY
14 OWNED BUSINESS, ST. JOSEPH'S RELIGIOUS SUPPLIES, AND SHE'S
15 SURVIVED BY HER HUSBAND, DOUG, AND PARENTS, PETE, ANA, AND
16 STEPCHILDREN MATT AND MELISSA, AND SISTER, DEBBIE, AND
17 BROTHER, BOB. SINARA STULL O'DONNELL, A VERY GOOD FRIEND,
18 DAUGHTER OF SENATOR JOHN STULL AND NIECE OF FORMER JUDGE BOGUE
19 OF THE SUPERIOR COURT, WHO PASSED AWAY ON SUNDAY WITH CANCER
20 AT THE AGE OF 61. PHYLLIS AND FRANK TOMPKINS, FROM THE
21 ANTELOPE VALLEY, FRANK WAS A RETIRED LIEUTENANT COLONEL IN THE
22 UNITED STATES AIR FORCE, 36 YEARS OF SERVICE, AND HIS WIFE,
23 PHYLLIS, WAS THE OWNER OF TOMPKINS & TOMPKINS INTERIOR DESIGNS
24 AND WAS THE FIRST WOMAN TO JOIN THE ARCADIA ROTARY CLUB AND
25 MAINTAIN PERFECT ATTENDANCE UNTIL SHE PASSED AWAY THIS PAST



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1 MONTH. AND DEPUTY DENNIS AND HIS WIFE BEATRIZ NAKAUCHI. HE WAS
2 A DEPUTY SHERIFF, HE'S 55 YEARS OF AGE, HE WORKED IN THE
3 TEMPLE SHERIFF STATION TRAINING OFFICERS IN THE EAST PASADENA
4 AND MONROVIA-ARCADIA-DUARTE UNINCORPORATED AREAS. HE AND HIS
5 WIFE WERE RETURNING FROM A MOTORCYCLE VACATION TO ALASKA AND
6 WERE REAR-ENDED BY A DRUNKEN DRIVER WHILE TRAVELING FROM IDAHO
7 TO UTAH. SHE WAS KILLED INSTANTLY AND HE HAD, DENNIS, HAD
8 SURGERY BUT THEN WAS REMOVED FROM LIFE SUPPORT WHEN IT SHOWED
9 NO SIGNS OF BRAIN ACTIVITY. AND THEY LEAVE TWO CHILDREN, A 23
10 YEAR OLD SON, PAUL, AND 20 YEAR OLD DAUGHTER LENETTE. FORMER
11 DEPUTY, RETIRED DEPUTY SHERIFF JACK D. WALLACE, AND RETIRED,
12 AND DAN PEYOVICH OF THE SAN GABRIEL VALLEY. NATHANIEL HUSTON,
13 A RETIRED SERGEANT, THE LOS ANGELES COUNTY SHERIFF'S
14 DEPARTMENT. JANET MAY HERRERA OF THE PASADENA AREA, SHE
15 STARTED THE GREENERY GARDENS NURSERY IN THE ANTELOPE VALLEY,
16 SHE HAD GRADUATED FROM JOHN MUIR HIGH SCHOOL IN PASADENA.
17 NORMA JEAN DIXON, ACTIVE IN LANCASTER MOOSE AND THIS ANTELOPE
18 VALLEY. GAYLE DAVIS, WHO WAS ACTIVE IN THE ACTON COMMUNITY
19 CLUB AND THE 4-H AND CHARTER MEMBER OF THE LION'S CLUB.
20 MARIELOUISE HELENE CUPANI, WHO WAS A REGISTERED NURSE, THAT'S
21 DIRECTOR OF LABOR DELIVERY AT ANTELOPE VALLEY HOSPITAL AND
22 THEN SHE RETIRED AND REMAINED ACTIVE AS A VOLUNTEER AT THE
23 HOSPITAL. AND ROY ANDERSON, WHO WAS A RESIDENT OF LLANO AND
24 WAS FORMER FOOTBALL COACH AT THE UNIVERSITY OF CALIFORNIA



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1 SANTA BARBARA AND CAL POLY POMONA. AND THOSE ARE MY
2 ADJOURNMENT MOTIONS.

3

4 **CHAIRMAN YAROSLAVSKY:** UNANIMOUS VOTE. OKAY, IS MISS SMITH
5 HERE? OR MISS HAMPTON? THEY'RE NOT HERE? I THOUGHT SHE WAS
6 HERE.

7

8 **SUP. ANTONOVICH:** SOMEBODY IN THE -- OH NO.

9

10 **CHAIRMAN YAROSLAVSKY:** DEBRA HAMPTON OR NAVALINE SMITH, THE
11 LAST CALL. ALL RIGHT. THEY'RE NOT HERE. LET'S GO INTO CLOSED
12 SESSION.

13

14 **CLERK SACHI HAMAI:** IN ACCORDANCE WITH BROWN ACT REQUIREMENTS,
15 NOTICE IS HEREBY GIVEN THAT THE BOARD OF SUPERVISORS WILL
16 CONVENE IN CLOSED SESSION TO DISCUSS ITEM NUMBERS CS-1 AND CS-
17 2, CONFERENCES WITH THE LEGAL COUNSEL REGARDING SIGNIFICANT
18 EXPOSURE TO LITIGATION, ONE CASE EACH. AND ITEM CS-3,
19 CONFERENCE WITH LABOR NEGOTIATOR WILLIAM T FUJIOKA, CHIEF
20 EXECUTIVE OFFICER, AND DESIGNATED STAFF AS INDICATED ON THE
21 POSTED AGENDA. THANK YOU.

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**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 I, JENNIFER A. HINES, Certified Shorthand Reporter
2 Number 6029/RPR/CRR qualified in and for the State of
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the
5 Los Angeles County Board of Supervisors September 18, 2007,
6 were thereafter transcribed into typewriting under my
7 direction and supervision;

8 That the transcript of recorded proceedings as
9 archived in the office of the reporter and which
10 have been provided to the Los Angeles County Board of
11 Supervisors as certified by me.

12 I further certify that I am neither counsel for, nor
13 related to any party to the said action; nor
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this
16 20th day of September 2007 for the County records to be used
17 only for authentication purposes of duly certified transcripts
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

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